

# The National Railroad Passenger Corporation



FY 2015 Budget and Business Plan

FY 2016 Budget Request Justification

FY 2015 – 2019 Five Year Financial Plan

February 2015

## Table of Contents

|  |    |
|--|----|
| Exhibits _____   | 4  |
| Executive Summary _____  | 6  |
| Corporate Strategy _____   | 10 |
| Background _____   | 10 |
| Amtrak's Strategic Planning Process _____  | 12 |
| Customer and Financial Outcomes _____  | 15 |
| Our Three Strategic Themes _____   | 15 |
| Strategic Objective S1: Deliver a consistent, high-quality customer experience that fulfills our brand promise _____                     | 16 |
| Passenger Experience _____   | 16 |
| Fleet Strategy _____   | 18 |
| On Time Performance (OTP) _____  | 26 |
| Americans with Disabilities Act _____  | 27 |
| Strategic Objective S2: Grow a loyal, long-term customer base by targeting and acquiring new riders _____                                | 27 |
| Strategic Objective S3: Continuously improve our culture of safety and security _____  | 29 |
| Strategic Objective S4: Drive productivity and quality through process improvement, and better project and program management _____      | 30 |
| Strategic Objective S5: Secure financial resources needed to execute our vision and mission _____  | 31 |
| Strategic Objective S6: Align the organization to drive business line outcomes _____   | 33 |
| Talent & Technology Objectives _____   | 36 |
| Strategic Objective T1: Develop, acquire and retain talent in a best fit organizational structure that will deliver on our Mission _____ | 36 |
| Strategic Objective T2: Enable talent with technology for productivity, agility and customer focus _____                                 | 38 |
| Business Lines _____   | 40 |
| Northeast Corridor Operations _____  | 40 |
| State Supported Services _____   | 45 |
| Long Distance Services _____   | 51 |
| Long Distance Strategy _____   | 52 |
| Long Distance Food and Beverage _____  | 54 |

|   |     |
|---|-----|
| Infrastructure and Corporate Development _____                          | 59  |
| Amtrak Vision for the Northeast Corridor _____                          | 59  |
| Gateway Program _____   | 61  |
| PRIIA Section 212 Implementation _____                                  | 64  |
| NEC Commission Five-Year NEC Capital Plan _____                         | 64  |
| Economic Impact of Amtrak Activities _____                              | 68  |
| Introduction _____  | 68  |
| The Economic Impact of Travel _____                                     | 68  |
| Travel Expenditures by Amtrak Passengers _____                          | 70  |
| Amtrak Employment _____   | 71  |
| Amtrak Goods and Services Purchased _____                               | 71  |
| Summary _____   | 72  |
| Amtrak Financial Summary _____  | 74  |
| Income Statement and Five Year Plan _____                               | 74  |
| Cash Flow _____   | 81  |
| Debt and Debt Service _____   | 82  |
| Amtrak Financial Stability _____  | 83  |
| Methods of Estimation and Significant Assumptions _____                 | 84  |
| Appendix _____  | 90  |
| FY 2015 – FY 2019 Summary Metrics _____                                 | 90  |
| FY 2015 – FY 2019 Budget Statistics by Route _____                      | 94  |
| Compliance with PRIIA 204 _____   | 99  |
| FY 2016 PRIIA Section 212 Funding Need: NEC Shared Infrastructure _____ | 103 |
| FY 2017 Grant Request by Business Line _____                            | 104 |
| FY 2018 Grant Request by Business Line _____                            | 105 |
| FY 2019 Grant Request by Business Line _____                            | 106 |
| Consolidated Operating P&L _____  | 107 |
| Operating Expenses by Account and Department _____                      | 108 |
| FY 2015 Capital Project List _____                                      | 117 |
| FY 2016 Capital Project List _____                                      | 125 |
| FY 2015 Capital Program Descriptions _____                              | 133 |

## Exhibits

|  |    |
|--|----|
| Exhibit [1-1] – Average Age and Mileage of Rolling Stock _____   | 22 |
| Exhibit [1-2] – Expected Fleet Availability _____  | 24 |
| Exhibit [1-3] – Rolling Stock Unit Acquisition Plan _____  | 25 |
| Exhibit [2 – 1] – Five-Year Projected Operating Results, NEC _____   | 43 |
| Exhibit [2 – 2] – Five-Year Projected Capital Investment by Program, NEC _____                               | 44 |
| Exhibit [2 – 3] – Five-Year Projected Operating Results, State Supported _____                               | 49 |
| Exhibit [2 – 4] – Five-Year Projected Capital Investment by Program, State Supported _____                   | 50 |
| Exhibit [2 – 5] – Five-Year Projected Operating Results, Food and Beverage _____                             | 55 |
| Exhibit [2 – 6] – Five-Year F&B Initiatives _____  | 56 |
| Exhibit [2 – 7] – Five-Year Projected Operating Results, Long Distance _____                                 | 57 |
| Exhibit [2 – 8] – Five-Year Projected Capital Investment, Long Distance _____                                | 58 |
| Exhibit [2 – 9] – Five-Year Projected Operating Results, Infrastructure and Corporate<br>Development _____   | 66 |
| Exhibit [2 – 10] – Five-Year Projected Capital Investment, Infrastructure and Corporate<br>Development _____ | 67 |
| Exhibit [3 – 1] – U.S. Travel Spending Key Metrics _____   | 69 |
| Exhibit [3 – 2] – Taxes Generated by U.S. Travel Spending _____  | 69 |
| Exhibit [3 – 3] – Total Travel Spending _____  | 70 |
| Exhibit [3 – 4] – Amtrak Passenger Spending, Jobs Supported and Tax Revenue Generated _____                  | 70 |
| Exhibit [3 – 5] – Amtrak Employment and Tax Revenue Generated _____  | 71 |
| Exhibit [3 – 6] – Amtrak Purchases, Jobs Supported and Tax Revenue Generated _____                           | 71 |
| Exhibit [3 – 7] – Summary of Amtrak Economic Benefits, Jobs Supported and Tax Revenue<br>Generated _____     | 73 |
| Exhibit [4 – 1] – Net Operating Loss History and FY2015 - FY2019 Projections _____                           | 75 |
| Exhibit [4 – 2] – Amtrak Five Year Funding Summary _____   | 75 |
| Exhibit [4 – 3] – Amtrak Five Year Operating Losses _____  | 76 |
| Exhibit [4 – 4] – Five Year Total Capital Plan by Department _____   | 78 |

|  |    |
|--|----|
| Exhibit [4-5] – Total GCAP, PRIIA209, and PRIIA 212 Capital Program by Department_____ | 79 |
| Exhibit [4-6] – Five Year Total Sources of Capital _____                               | 79 |
| Exhibit [4-7] – Five Year Total Capital Plan by Business Line _____                    | 80 |
| Exhibit [4-8] – GCAP Capital Summary by Business Line _____                            | 80 |
| Exhibit [4-9] – Cash Flow_____   | 81 |
| Exhibit [4-10] – Debt and Debt Service _____   | 82 |

## Executive Summary

This Five-Year Budget & Business Plan has been prepared pursuant to the Consolidated and Further Continuing Appropriations Act, 2015 (Pub. L. 113-235, December 16, 2014) (2015 Appropriations Act), and will make the case for expanded investment in the national passenger rail system.

America's transportation system faces many challenges today – we encounter congestion and aging infrastructure across all modes, including highways, airports, and rail. Investments in highways and airports alone will not be sufficient to preserve the mobility that underlies our nation's economic successes and positions us for continued growth in the future. With the right investments passenger rail can be a part of the solution, and Amtrak is poised to contribute based on the foundations we have created and our plans for the future.

Strategy and Business Lines. Over the past four years, Amtrak has undergone a rigorous strategic planning process that has culminated in our FY14-FY18 Strategic Plan. This plan is our answer to the simultaneous challenge of running Amtrak like a business and delivering on our mission to provide a critical national service. In it, we have articulated the key strategic themes that will guide our success: Customer Focus, Safety & Security, and Financial Excellence.

As part of this strategy, we have also established business lines – groups within Amtrak whose mission is to focus on key customer segments. Our business lines include Northeast Corridor Operations, State Supported Services, Long Distance, and the newly-chartered Infrastructure and Corporate Development. Each business line owns its profit and loss responsibility for the activities it manages, while Amtrak's support functions have been aligned to support business line goals and maintain national standards.

Strategy Management System. Amtrak began using a new strategy management system three years ago based on the Balanced Scorecard system used by companies across the globe. We have taken our strategic plan, translated it into specific objectives, identified ways to measure our performance against those objectives, and created an integrated portfolio of initiatives designed to close the gaps. We have established this system at the corporate level and have begun to translate it to our business lines. We have linked personal goals and developed variable compensation plans aligned to the Strategic Plan.

As the strategy management system has matured, it has become the basis for how we allocate resources to our operating plans and capital budgets in ways that are explicitly linked to our strategy. As a result, this year we are using our system to frame our five-year plan.

Recent Results and Achievements. From these and other activities, we are seeing results and driving a fundamental transformation at Amtrak. We have concluded another very successful fiscal year, with unaudited annual revenues totaling approximately \$3.2 billion. This is our fifth consecutive year of revenue growth, and the eighth in the past nine years. Our company covered an unprecedented 93% of its operating costs with revenues, and cut its debt to less than half of the



2004 level. The Long Distance business line alone reduced its loss by approximately \$100 million in FY14.<sup>1</sup>

Economic Impact of Amtrak. Our analysis shows that Amtrak and its passengers generated an economic benefit of approximately \$10.2 billion annually (based on 2013), which supports 116,500 jobs and generates \$1.6 billion in taxes for Federal, State and Local governments. When compared to the FY15 plan for Federal support, this represents a net contribution of \$8.8 billion to the U.S. economy on an annual basis.

New Funding Model Needed. While these corporate and economic results are encouraging, they mask an important issue: the need for a different funding model for the Long Distance and State Supported Services. The mobility these trains provide to regional corridors and otherwise underserved communities, and the connectivity they offer to the rest of the network, come with challenging economics that will always require some level of external operating support. Today, a significant portion of this funding is coming from the operating surplus generated by the Northeast Corridor (NEC), which is clearly needed to fund and support the NEC's unmet capital requirements as explained in detail below. This plan calls for the development of a new Federal commitment to the national rail network that provides predictable, sustained investment for both operations and capital.

Amtrak management is committed to continuing to improve the productivity, efficiency and effectiveness of the entire system. Our mission of national connectivity, the economics of fixed costs shared among business lines and network synergies, and the prohibitive financial requirements of route restructuring imposed by law affirm our commitment to maintaining our national rail network. However, we as a nation must pay for the full costs of Long Distance and State Supported Services that are not covered by ticket revenues and State funding if Amtrak is to continue to operate them sustainably.

The United States must also address how it funds transportation projects of national significance, and design a program that addresses infrastructure challenges and supports a competitive economy. A Transportation Fund acknowledging Federal responsibility for promoting interstate commerce could address Amtrak's aging infrastructure and growing travel demand, while generating employment and long-term economic benefits. This would alleviate Amtrak's unrelenting capital challenge and provide access to predictable and dedicated funding. It would allow the company to undertake major multi-year projects to replace outdated, decaying, and increasingly obsolete infrastructure and equipment, and develop a passenger rail system capable of meeting the needs of the 21st Century economy. With the support of the Federal government, Amtrak can play a vital role in helping America develop and deploy a modern passenger rail network.

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<sup>1</sup> Long Distance excluding Reimbursable and Commuter allocations.

Amtrak's five year funding request is as follows:

| (\$s in Millions)                             | Total Amtrak Funding |                   |                   |                   |                   | 5 Year Total       |
|---|----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|   | FY 2015              | FY 2016           | FY 2017           | FY 2018           | FY 2019           |                    |
| Operating                                     | \$ 289.6             | \$ 732.2          | \$ 738.8          | \$ 748.3          | \$ 753.8          | \$ 3,262.7         |
| General Capital                               | 936.3                | 543.7             | 514.3             | 486.8             | 624.4             | 3,105.5            |
| Debt Service                                  | 153.7                | 160.2             | 197.7             | 115.2             | 118.3             | 745.1              |
| FRA Holdback                                  | 10.4                 | 8.5               | 8.6               | 8.0               | 8.7               | 44.3               |
| <b>Total Federal Appropriation</b>            | <b>1,390.0</b>       | <b>1,444.6</b>    | <b>1,459.3</b>    | <b>1,358.3</b>    | <b>1,505.3</b>    | <b>7,157.5</b>     |
| PRIIA 212 Transition Assistance               | -                    | 156.1             | 143.9             | 140.7             | -                 | 440.8              |
| PRIIA 212 Federal 80/20 Match (Federal Share) | -                    | 399.6             | 702.4             | 996.7             | 1,099.4           | 3,198.2            |
| PRIIA 212 Infrastructure (Commuter)           | -                    | 186.3             | 261.9             | 376.2             | 403.0             | 1,227.5            |
| PRIIA 209 Rolling Stock Maintenance           | 54.4                 | 74.3              | 70.9              | 59.6              | 63.5              | 322.7              |
| <b>Total Other Federal Funding</b>            | <b>54.4</b>          | <b>816.4</b>      | <b>1,179.1</b>    | <b>1,573.3</b>    | <b>1,566.0</b>    | <b>5,189.1</b>     |
| Other Capital Funds                           | 452.9                | 779.0             | 918.6             | 695.7             | 956.9             | 3,803.1            |
| <b>Total Amtrak Funding</b>                   | <b>\$ 1,897.3</b>    | <b>\$ 3,039.9</b> | <b>\$ 3,557.0</b> | <b>\$ 3,627.3</b> | <b>\$ 4,028.2</b> | <b>\$ 16,149.8</b> |

The following table provides an overview of the FY 2016 grant request by business line:

| (\$s in Millions)  | FY 2016 Operating Estimates                  |                 |                  |  | Total Amtrak     |
|--|--|-----------------|------------------|--|------------------|
|  | Northeast Corridor                           | State Support   | Long Distance    | Infrastructure & Corporate Development |                  |
| <b>Operating Estimates</b>                                 |  |                 |                  |  |                  |
| <sup>1</sup> Operating Revenue                             | \$1,798.9                                    | \$834.2         | \$629.0          | \$91.5                                 | \$3,353.6        |
| Operating Expense  | (1,432.1)                                    | (927.2)         | (1,268.2)        | (14.6)                                 | (3,642.1)        |
| Net Operating Profit/(Loss)                                | 366.8  | (93.1)          | (639.2)          | 76.9                                   | (288.5)          |
| Operating Profits used for Capital Investment              | (366.8)                                      | 0.0             | 0.0              | (76.9)                                 | (443.8)          |
| <b>Total Operating Loss</b>                                | <b>\$0.0</b>                                 | <b>(\$93.1)</b> | <b>(\$639.2)</b> | <b>\$0.0</b>                           | <b>(\$732.2)</b> |
|  | <b>Operating Grant Request</b>               |                 |                  |  | <b>\$732.2</b>   |
|  | <b>FY 2016 Capital Estimates</b>             |                 |                  |  |                  |
|  | Northeast Corridor                           | State Support   | Long Distance    | Infrastructure & Corporate Development | Total Amtrak     |
| <b>Capital Needs</b>                                       |  |                 |                  |  |                  |
| NEC Shared Infrastructure (PRIIA 212)                      | \$922.1                                      | \$57.6          | \$35.5           | \$0.0                                  | \$1,015.2        |
| Other Infrastructure                                       | 52.8   | 45.8            | 26.3             | 0.1                                    | 125.0            |
| Train Services and Support                                 | 193.1  | 123.3           | 265.1            | 82.2                                   | 663.6            |
| <b>Subtotal Capital Needs</b>                              | <b>1,168.0</b>                               | <b>226.7</b>    | <b>326.8</b>     | <b>82.3</b>                            | <b>1,803.9</b>   |
| <b>Capital Funds</b>                                       |  |                 |                  |  |                  |
| Net Operating Profits                                      | (364.8)                                      | (1.0)           | (1.0)            | (76.9)                                 | (443.8)          |
| Commuter payments (PRIIA 212)                              | (186.3)                                      | 0.0             | 0.0              | 0.0                                    | (186.3)          |
| State Contributions to Equipment Capital (PRIIA 209)       | 0.0  | (74.3)          | 0.0              | 0.0                                    | (74.3)           |
| <b>Net Capital Needs</b>                                   | <b>616.9</b>                                 | <b>151.3</b>    | <b>325.8</b>     | <b>5.4</b>                             | <b>1,099.5</b>   |
| PRIIA 212 Capital Grant Request (detailed below)           | (464.7)                                      | (56.5)          | (34.5)           | 0.0                                    | (555.8)          |
| <b>General Capital Grant Request</b>                       | <b>\$152.2</b>                               | <b>\$94.8</b>   | <b>\$291.3</b>   | <b>\$5.4</b>                           | <b>\$543.7</b>   |
|  |  |                 |                  | Debt Service                           | 160.2            |
|  |  |                 |                  | FRA Holdback                           | 8.5              |
|  | <b>General Capital and Operating Request</b> |                 |                  |  | <b>\$1,444.6</b> |
| <b>PRIIA 212 Capital Grant Request</b>                     |  |                 |                  |  |                  |
| <sup>2</sup> Transition assistance (FRA/FTA)               | 97.0   | 40.1            | 19.0             | 0.0                                    | 156.1            |
| <sup>2</sup> Federal 80/20 Match - Federal Share (FRA/FTA) | 367.7  | 16.4            | 15.5             | 0.0                                    | 399.6            |
| <b>PRIIA 212 Capital Grant Request</b>                     | <b>\$464.7</b>                               | <b>\$56.5</b>   | <b>\$34.5</b>    | <b>\$0.0</b>                           | <b>\$555.8</b>   |
|  | <b>Total Federal Grant Request</b>           |                 |                  |  | <b>\$2,000.4</b> |

(1) NEC Operating Revenue excludes \$29.7M for payment on RRIF loan



- (2) Transition Assistance & Federal 80/20 Match are expected to be funded from an additional Federal grant, not the General Capital Grant

Note: Does not include revenues from joint benefit programs; commuter and reimbursable revenue and expenses are included in each business line.

Infrastructure operating revenues includes anticipated payments made to Amtrak by NEC commuter authorities for use of Amtrak NEC infrastructure pursuant to the NEC Commission Section 212 cost allocation policy.

NEC Infrastructure operating expenses includes anticipated payments made by Amtrak to NEC commuter authorities for use of commuter-controlled NEC infrastructure pursuant to the NEC Commission Section 212 cost allocation policy.

For NEC Infrastructure, the Federal capital request is for an 80% Federal share of a matching program to fund major state of good repair backlog and improvement projects in Amtrak-controlled territory, and a portion of the requested Section 212 transition assistance applicable to Amtrak-controlled infrastructure. It assumes that Amtrak uses NEC revenues to fund its share of basic infrastructure costs required under the Section 212 Policy.

## Corporate Strategy

### BACKGROUND

The National Railroad Passenger Corporation – Amtrak – is incorporated under the District of Columbia Business Corporation Act (D.C. Code section 29-301 et seq.) in accordance with the provisions of the Rail Passenger Service Act of 1970 (P.L. 91-518) as a for-profit corporation providing intercity rail passenger transportation as its principal business.

Congress created Amtrak in 1970 to take over the nation's intercity rail passenger services. Prior to that, America's private railroad companies ran passenger rail as required by Federal law. Those companies had operated their passenger rail services at significant losses for many years. Amtrak faced decidedly unfavorable circumstances at its creation, and many expected it to fail. Forty four years later, the company has managed to both survive and grow in a manner that has exceeded every reasonable expectation, despite a bare minimum of capital investment and operating support.

The past decade has been a transformative one for Amtrak. From the brink of bankruptcy in 2002 to record ticket revenues for its Fiscal Year 2014 totaling approximately \$3.2 billion, the company has delivered the rebirth of the passenger rail industry. As a result of its strong operating performance, the company covered 93 percent of its operating costs with ticket sales and other revenues, up from 89 percent the prior year. Additionally, long-term debt has been reduced by approximately 61 percent over the past seven years to \$1.3 billion. Amtrak's unaudited Federally funded operating loss of approximately \$227 million, excluding \$11.2 million of NEC Revenue to pay RRIF Loan, was the lowest (adjusted for inflation) in Amtrak's history, and represented a 37 percent decrease from the prior year. Amtrak's value proposition continues to improve each year, as ridership and revenue grow and operating losses decline. It is now time to leverage the company's successes by making much-needed investments in our nation's passenger rail system.

Throughout FY14, Amtrak continued to invest in the equipment, infrastructure and organization needed to ensure its strong growth continues. Over the past few years, the company has seen the expansion of State Supported Services, the introduction of Wi-Fi and eTicketing technologies, the procurement of new equipment for Northeast Corridor and Long Distance Services, a major planning effort for the development of next-generation high-speed rail, and the installation of positive train control safety technology to more sections of track maintained by Amtrak, among other critical capital projects. These actions form the foundation that will support more and faster service, improve the reliability and safety of current and future operations, and meet the expectations of a growing number of customers choosing Amtrak for their travel needs.

While these achievements highlight the strength of the demand for Amtrak services, challenges lay ahead. The equipment fleet is aging and is used more intensively than all other passenger rail equipment in North America. The condition of the Northeast Corridor continues to deteriorate as investment lags. In order to meet future passenger demands, increased levels of Federal capital investment are needed to improve, expand and replace the aging infrastructure and equipment that supports intercity passenger rail. Predictable dedicated funding from the Federal government to

build new tracks, tunnels, bridges and other rail infrastructure, particularly on the Northeast Corridor and in Chicago, will keep Amtrak advancing and its customer base growing. Otherwise, the alternative is increased infrastructure- and equipment-related service disruptions and delays that will drive away passengers, increase costs, and harm local and regional economies.

While the Northeast Corridor once required a Federal operating grant, service improvements, pricing enhancements, increased demand, and cost controls have resulted in revenues that now exceed operating costs by nearly \$500 million.<sup>2</sup> The NEC experienced its highest ridership ever in FY14, driven by significant demographic trends as travelers increasingly turn to passenger rail as a way to move between cities quickly and safely, and to avoid congestion on other modes of transportation.

Currently, the NEC operating surplus offsets the majority of the operating funding needs of the State Supported and Long Distance trains. These other two business lines play critical roles in meeting regional transportation needs, connecting metropolitan areas and America's small cities and rural towns, and providing economic development opportunities. Amtrak has successfully sustained and grown these services for over four decades, thanks to increases in ridership and ticket revenue and State partnerships on State Supported routes. Congress stated in Section 228 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) that the operation of a national system was "a vital and necessary part of our national transportation system and economy," and that is a sentiment with which Amtrak strongly agrees.

To ensure that these vitally important services continue, Amtrak intends to request Federal operating support at a higher level than in previous years to fully fund the costs of providing them. Correspondingly, the time has come to begin investing the NEC's operating profits into its infrastructure and equipment. Reserving the NEC operating surplus for NEC investment is not a complete solution, but the funds could immediately permit Amtrak to increase essential State of Good Repair work, pursue funding partnerships and pay for debt service on loans, which would help address some of Amtrak's larger capital challenges. With these revenues the company can pursue a broader array of funding options including debt, matched grants of assistance, public-private partnerships, and State/Commuter Rail partnerships.

While all of these options will help, a significant and reliable multi-year capital commitment from the Federal government is also needed to avoid continued deterioration of the Northeast Corridor and other Amtrak assets. Only this type of commitment will permit planning and undertaking of major multi-year projects such as bridge and tunnel replacements.

Amtrak's capital investment deficit is most profound in the NEC, where many of the major infrastructure assets are at the end of their useful lives and in need of immediate replacement, from the Baltimore and Potomac Tunnel to the Connecticut River Bridge. The most urgent challenge is the Hudson River tunnel linking New Jersey and New York, where limited capacity, heavy congestion and overburdened and aging infrastructure all converge. The company has been

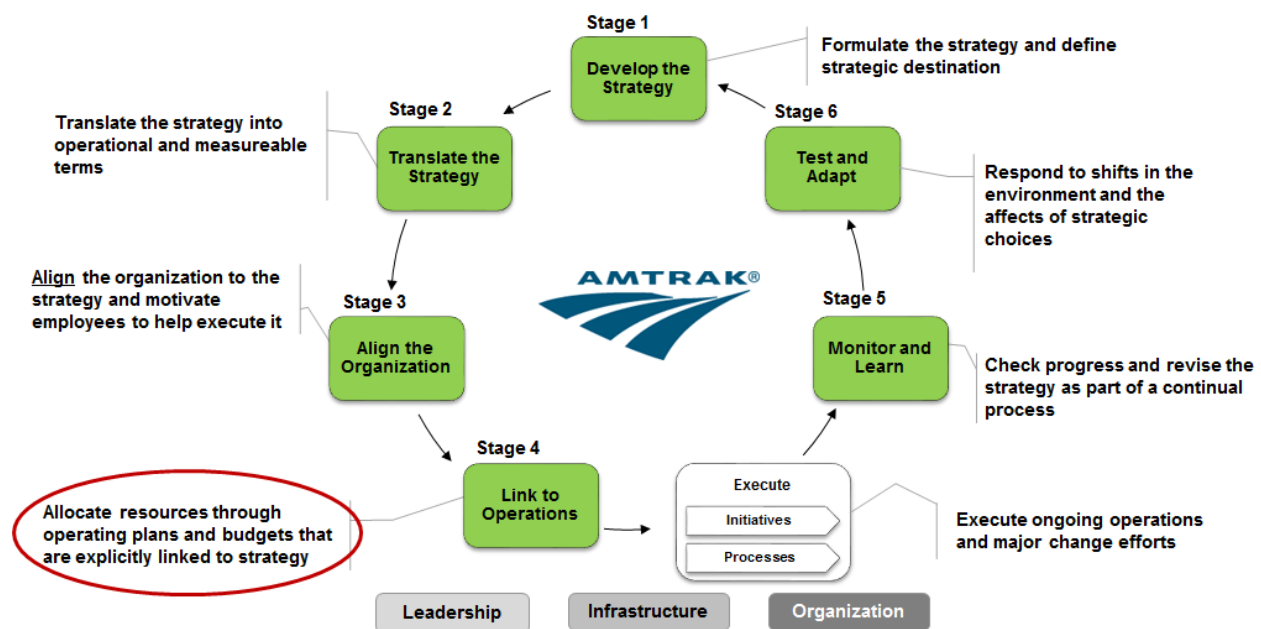
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<sup>2</sup> NEC excluding Infrastructure, Reimbursable and Commuter allocations.

proactive and done significant planning to advance the Gateway Program, a plan for doubling capacity under the Hudson River. But Federal leadership and investment is necessary now to avert the continuing deterioration of the NEC. Projects such as Gateway are critical to the American people and economy, and should be regarded as national projects that can only be addressed effectively by the Federal Government.

### AMTRAK'S STRATEGIC PLANNING PROCESS

Amtrak began a reinvigorated strategic planning process in 2011. We acknowledged that existing planning efforts had been limited; that we did not have a rigorous process for translating strategic plans into our daily activities; and that elements of the existing organizational structure made it hard to achieve many of our goals. We set out to develop and implement a comprehensive Strategic Plan to address these shortcomings and we decided to use a proven methodology to help us execute the strategy. This strategy management system is based on the Balanced Scorecard, as developed and perfected by Kaplan and Norton, over the last 25 years through their work at Harvard Business School, the publication of several books on strategy execution, and many successful client projects in mission-based and private sector companies.



Using this framework over the last few years we have:

- Updated our original FY11-FY15 Strategic Plan with the more tightly focused FY14-FY18 Strategic Plan;
- Translated the plan into a Strategy Map and Balanced Scorecard (BSC) to communicate it throughout the organization and measure our progress;

- Linked personal goals and developed variable compensation aligned to goals of the Strategic Plan;
- Used the BSC performance to set agenda for weekly executive team meetings – focusing management attention on gaps against Strategic Plan;
- Developed an integrated portfolio of corporate strategic initiatives aligned to strategic objectives; and
- Begun to cascade the plan and this system across business lines and functions.

In this simplified and more focused context, our Vision Statement is:

**Moving America where it wants to go.**

Our Mission is:

**Delivering intercity transportation with superior safety,  
customer service and financial excellence.**

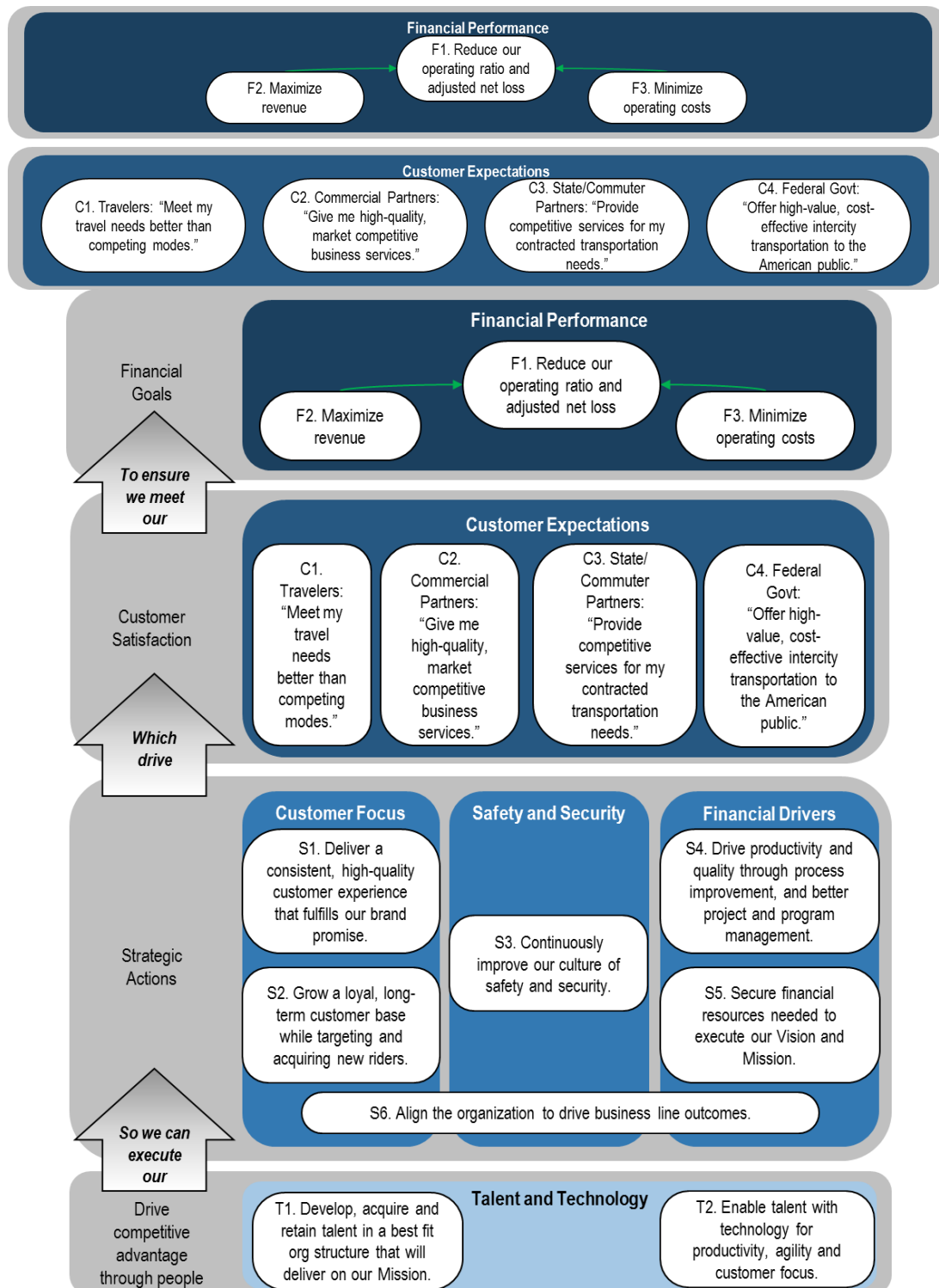
This five-year plan is designed to make progress toward our strategic goals that focus on three key themes of Safety and Security, Customer Focus, and Financial Excellence

The foundation of the Amtrak strategy management system is our corporate Strategy Map, which translates the strategy into a set of related, balanced objectives. The strategy consists of four major perspectives, each with specific objectives:

1. Talent and Technology – The foundation of Amtrak’s entire strategic plan is having an engaged workforce that works within a strategically designed organizational structure and is equipped with the skills and tools needed to carry out our Mission.
2. Process Improvements in Customer Service, Safety and Security, and Financial Excellence – By developing the talent and technology needed to drive competitive advantage, we will then be able to improve service and processes in very targeted areas.
3. Customer Satisfaction – The targeted improvements we will make are designed to exceed the expectations of each business line’s customers and drive customer satisfaction. Our focus is not only on exceeding expectations of passengers who ride our trains, but also the State, commuter and Federal agencies that pay us to operate services on their behalf.
4. Financial Outcomes – By driving customer satisfaction, we create greater demand for our service. Greater demand means more riders and higher revenue. Higher revenue, coupled with strategic improvements to reduce costs, gets us to our ultimate goal of reducing the operating ratio, improving our bottom line, and freeing up funds for capital improvements.

As Amtrak has made progress on executing the previous Strategic Plan, this tool has been valuable in translating the various objectives and strategies into a single, cohesive illustration. The Strategy Map shows the cause-and-effect relationships of each objective.

### Amtrak Corporate Strategy Map





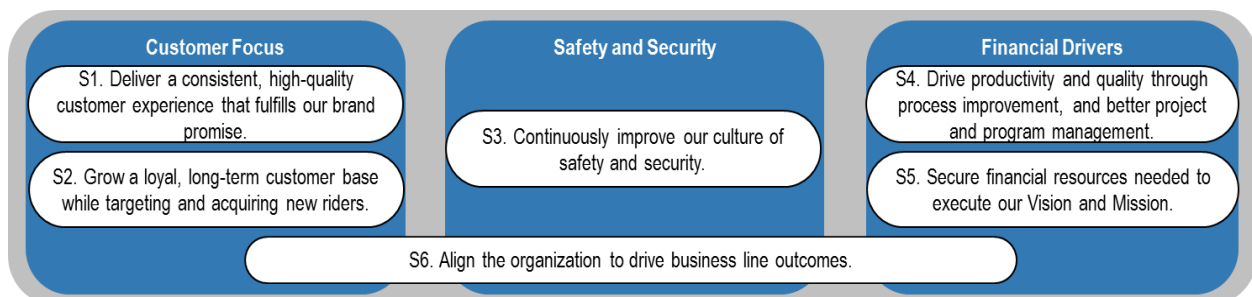
## CUSTOMER AND FINANCIAL OUTCOMES

At the top of our Corporate Strategy Map are our Customer Expectations and Financial Performance.

At the corporate level, we have identified four groups of customers and articulated what they want from Amtrak:

- C1. Travelers – “Meet my travel needs better than competing modes.” Amtrak focuses on being the best transportation choice for the customer segments traveling in the geographic markets that we serve. By offering a better end-to-end value and experience than travel by bus, automobile, and plane, we ensure that we continue to earn the right to serve the traveling public.
- C2. Commercial Partners - "Give me high-quality, market competitive business services." There are many services that Amtrak can provide that are complementary to our intercity train service and leverage our assets and expertise. We want to earn this business and realize these opportunities by providing high-quality, cost competitive, and profitable services.
- C3. States/Commuter Partners - "Provide competitive services for my contracted transportation needs." States and commuter agencies desire the experience and expertise that Amtrak offers the passenger rail industry at a competitive price that reflects the level of service desired. Increased competition demands that we be an efficient provider of contracted rail transportation. Amtrak needs to leverage and grow such contracted rail opportunities to enhance connectivity and realize greater economies of scale.
- C4. Federal Government - "Offer high value, cost-effective intercity transportation to the American public." The Federal government mandates operating the nation's intercity passenger rail network, and provides capital investment and operating support that help Amtrak fulfill its mission. For the government to continue making this necessary investment, Amtrak must be a responsible steward of public funds.

## OUR THREE STRATEGIC THEMES



We will achieve our customer and financial outcomes by focusing on three strategic themes: Customer Focus, Safety and Security, and Financial Drivers. These themes are a high-level summary of what we need to do to achieve our mission and vision:

- Customer Focus – We need to provide the necessary service to retain our existing customers, and acquire new customers, across all the customer types identified above – travelers, commercial partners, states and commuter partners, and the Federal government.
- Safety and Security – Our goal is to set the industry standard for safety and security, to ensure that every customer and employee goes home injury-free every day.
- Financial Drivers – These are the foundation for our goal of Financial Excellence. Through improved use of our existing assets and resources, we will improve our financial performance and develop our track record as we pursue additional funding to achieve our goals.

These strategic themes have been translated into the detailed strategic objectives above, and are discussed in more detail in the following sections.

## STRATEGIC OBJECTIVE S1: DELIVER A CONSISTENT, HIGH-QUALITY CUSTOMER EXPERIENCE THAT FULFILLS OUR BRAND PROMISE

For each of our customer segments, we must work to understand how our customer needs are evolving and how we can better meet them. Because the Amtrak brand is shared across business lines and touches all of our intercity travelers, we are addressing our passenger goals at the corporate level. In other areas that cross business lines, such as fleet and serving our passengers with disabilities, we also manage these components of the customer experience at the corporate level. We will measure our success on this objective primarily by our customer satisfaction index (CSI) scores and the ratio of praises to complaints we receive from our customers.

### Passenger Experience

Amtrak Customer Experience (ACE) Program – In the beginning of this fiscal year, Amtrak finalized the development of and began piloting the Amtrak Customer Experience, or ACE, program of customer service training for front line employees. We know that the majority of our employees today deliver great service to our passengers – but we know that it is not always provided consistently. The ACE program will document and define what Amtrak considers to be great service, and communicate it across the organization as part of a comprehensive training program so that all of our employees are interacting with our passengers from the same perspective. The ACE curriculum will include material on:

- Amtrak Values – the beliefs we hold and the culture we create to serve our customers;
- Customer Knowledge – how to better understand our passengers, and use that knowledge to serve them better;
- One Amtrak Team – how we can work more effectively across departments to ensure that we provide a seamless experience for our customers; and

- Ownership – ensuring that our employees are accountable and responsible for the experiences our customers have with us.

Due to the widely distributed employee base, the ACE program will reach all employees over the next three years. We will be measuring the success of the program through customer feedback on specific elements of our CSI scores.

Pre/Post Trip Experience - Amtrak's program to enhance the pre-trip and post-trip experience is a multi-year capital program that is critical to Amtrak's strategic objectives of improving customer service and delivering financial excellence. Today, Amtrak's key customer touch points, such as Amtrak.com, contact centers and station agents, lack the functionality and seamlessness that customers expect. This drives costs for Amtrak and dissatisfaction for customers. Furthermore, the technology platforms of our distribution channels are outdated, costly to maintain and enhance, and prevent Amtrak from moving forward with customer and revenue initiatives, including maximizing sales of related products and services (ancillary revenues), in a cost-effective and timely manner.

This technology program will deliver functionality that will allow Amtrak to provide its customers with an intuitive, personalized experience when shopping, planning and booking their travel. It will also deliver the infrastructure to allow Amtrak to generate ancillary revenue and move forward with customer and revenue initiatives in an efficient and timely manner. Amtrak will thus realize customer service and revenue benefits through incremental revenue and cost savings.

The second phase of the project, scheduled for FY17-FY19, will deliver functionality such as seat assignment, enhanced handling of service disruptions, and modern, expanded payment processing options. Through this combination of initiatives, this program will provide benefits to our passengers, and will also deliver the enhancements and customization that Amtrak's customers, business lines and State partners seek.

En Route Experience - Central to our program to enhance the Amtrak experience is to improve information about and enjoyment of the travel experience itself. Three major strategic projects are now in process:

- Wi-Fi for the Long Distance single level fleet;
- Broadband Wi-Fi for the Northeast Corridor; and
- Passenger Information Display Systems (PIDS).

Customers today expect Wi-Fi as part of the service offering across the U.S. public transportation system. The Long Distance fleet Wi-Fi project builds on that success of Wi-Fi in the NEC and State Supported Services by extending the installation of Wi-Fi networks to the remaining Long Distance equipment. This program starts in FY15 with implementation on the eastern (single-level) Long Distance fleet, and will be extended to the remaining fleet contingent on the performance of and customer satisfaction with the first phase system.

On the NEC, demand for Wi-Fi service has been extremely strong, leading to over-subscription of bandwidth in an already capacity-constrained environment. To address this need, Amtrak has

begun a program to test the feasibility of a dedicated trackside network to deliver true broadband Wi-Fi. Such a network could deliver sufficient bandwidth to allow customers to stream videos, download and stream music, and perform other activities that are not possible with existing technology. This program will be tested in FY15 and, if successful, will be extended initially between Washington and New York beginning in FY16.

The Passenger Information Display System (PIDS) program today provides ADA-compliant dual-mode (audio/visual) communications to customers at a select but growing number of Amtrak stations. The PIDS program improves the passenger experience and enhances the efficiency of Amtrak staff by automating the dissemination of this information and delivering high-quality, reliable information in stations and on the platform. Amtrak will continue to expand this product offering over the project's five-year period.

### Fleet Strategy

The core of a passenger's experience with Amtrak is the time spent on board, and the condition of our fleet is a significant driver of that experience. The following discussion responds to the direction in the 2015 Appropriations Act that Amtrak's Budget, Business Plan and Five-Year Financial Plan be accompanied by a comprehensive fleet plan.

Amtrak has prepared comprehensive fleet plans for all Amtrak rolling stock. The most recent formal such plan, *Amtrak Fleet Strategy: Building a Sustainable Fleet for the Future of America's Intercity and High Speed Railroad Version 3.1*, was published on March 29, 2012 (March 2012 Fleet Strategy) and is available at [www.amtrak.com](http://www.amtrak.com). There have been no significant changes to the inventory of Amtrak's rolling stock or plans and time frames for rolling stock maintenance, refurbishment or replacement since the publication of that document, other than the specific ongoing acquisition projects noted below. Amtrak is resubmitting the March 2012 Fleet Strategy this year by reference, with the explanation and qualifications provided below, as the FY 2015 comprehensive fleet plan. Amtrak's management believes that this is the best approach to be responsive to this direction given the uncertainties that flow from the expiration of the authorizations contained in PRIIA and Moving Ahead for Progress in the 21st Century, or MAP-21 (Pub L. 112-141, July 6, 2012).

Fleet Planning at Amtrak – Fleet planning at Amtrak, like all capital planning, is constrained by Amtrak's lack of a reliable, multi-year source of capital funding. (This challenge, and Amtrak's response to it, are addressed further in Objective S5.) In the absence of capital for fleet replacement, Amtrak has historically spent operating funds on maintaining equipment that is past its expected life cycle, typically at higher cost than the alternative of planned fleet replacement.

At this time, Amtrak can undertake acquisitions of significant amounts of new equipment only in those limited situations, such as the new ACS-64 locomotives and the proposed Next Generation High-Speed Trainsets for the Northeast Corridor, where the company can reasonably expect that net incremental revenues will service most, if not all, of the costs of financing that equipment. A large portion of Amtrak's current equipment needs, however, are for services where America finds value

in the mobility and national connectivity Amtrak provides, though all of that value is not captured in passenger ticket revenues.

Amtrak's comprehensive fleet plans of 2010, 2011 and 2012 detailed the need for significant capital investment in Amtrak's fleet. Excluding equipment required for NEC operations which Amtrak may be able to finance from net NEC operating revenues, the annual investment required to renew Amtrak's fleet as it now exists was projected in 2012 to be \$321 million annually for 30 years. The appropriations in the years that Amtrak prepared those plans and in the years since, however, fell well short of the needed capital investment identified in them. The historic and current approach by the Federal government to funding the capital investment needs of intercity passenger rail service continues to leave Amtrak without adequate resources to properly maintain, improve, and expand its fleet and services. Absent a new approach to funding the capital investment needs of intercity rail passenger service, the lack of adequate capital investment in fleet will at some point become a significant, perhaps the most significant, factor in what services are provided. A different funding methodology is needed if capital planning at Amtrak, including fleet planning, is to be strategic rather than reactive.

Currently in process are three major projects of rolling stock replacement and expansion: 70 ACS-64 electric locomotives for NEC operations; 130 Long Distance Single Level baggage, diner, crew dorm and sleeper cars, and up to 28 Next Generation High-Speed Trainsets.

ACS-64 Electric Locomotives – Amtrak entered into a contract with the Mobility Division of Siemens Corporation in September 2010 for delivery of 70 electric locomotives, designated as ACS-64, for use on the NEC. These locomotives will replace the AEM-7 and HHP-8 locomotives used on *Northeast Regional*, *Keystone* and various State Supported and Long Distance trains that operate over the electrified sections of the NEC. The first locomotive entered revenue service on February 7, 2014 and, as of this writing, 27 new locomotives have been placed in service. These locomotives have replaced all 15 HHP-8 locomotives and have begun to replace the AEM-7 type locomotives. The project continues to progress, and it is anticipated that the final unit will be delivered by the end of March 2016. The total cost, including program management, major capital spare parts and facility improvements, will be \$562.9 million, and is being funded by a loan agreement under the Railroad Rehabilitation and Improvement Financing (RRIF) Program. Amtrak's debt service payments related to this loan will come from net operating revenues from Amtrak's Northeast Corridor operations.

Long Distance Single Level Cars - Amtrak entered into a contract with CAF USA for delivery of 130 long-distance single level cars, designated as Viewliner II, for use on Long Distance trains, primarily over routes where clearances prevent the operation of bi-level Superliner equipment. The order has been amended to better meet the needs of the business and now consists of 70 baggage cars, 10 crew dorm cars, 25 diners and 25 sleeping cars. The first baggage car of the order was received in May 2014 for testing. Deliveries of additional cars began in the First Quarter of FY15, and the final unit will be delivered by the end of April 2016. The total project cost will be \$342.8 million.

Payment for acquisition of these cars and related spare parts is being funded by annual Federal capital appropriations and operating revenues that exceeded projections.

Next Generation High-Speed Trainsets for the Northeast Corridor - The introduction of Amtrak's first generation high-speed trainsets and the start of *Acela Express* service in late calendar year 2000 represent a watershed event for Amtrak's service on the NEC. In FY00, the last year before *Acela Express* began operation, Amtrak's NEC operations generated a net operating loss. In FY14, the NEC operations generated an operating surplus of nearly \$500 million, up from approximately \$400 million in FY13.<sup>3</sup> The large majority of this operating surplus, and hence the success of the NEC, is attributable to *Acela Express*.

*Acela Express* service is provided by 20 trainsets, each with approximately 300 seats that are based upon early to mid-1990s technology. These trainsets are becoming progressively more difficult and expensive to maintain due to their aging technology, and are past their mid-life for high-speed trainsets in premium service. More important, however, are their capacity constraints and inability to meet growing demand. A majority of the departures between Washington and New York City on most days of the week see load factors in excess of 90%. Trains that are completely sold out are becoming an increasingly common occurrence.

Amtrak's Next Generation High-Speed Trainset Project is designed to address the short-term capacity constraints and to position *Acela Express* service for the long-term. The project will acquire up to 28 contemporary, state-of-the-art, high-speed trainsets to first supplement and eventually replace the legacy *Acela Express* trainsets. Each will have approximately 425 seats, a 40% increase over the current equipment, and the added number of trainsets will permit Amtrak to operate half-hourly service between Washington and New York City during peak hours while maintaining existing schedules. Minimum requirements of the trainsets include that they meet or exceed existing *Acela Express* trip times, and preserve or enhance the existing customer experience.

Amtrak intends to fund the acquisition of this equipment through some type of long term financing. Amtrak's high level business case supporting the release of the request for proposals shows that incremental growth in NEC revenues resulting from the high-speed trainsets will fund Amtrak's debt service obligations associated with the financing. In part because of the anticipated strong financial performance of the *Acela Express* service using the new equipment, in FY14 Congress directed that Amtrak seek to finance this equipment using the USDOT's RRIF Program, whose advantageous terms will maximize the ability of Amtrak to use *Acela Express* passenger revenues to meet NEC investment needs.

The Next Generation Trainset Project involves a number of "firsts" for Amtrak. The project will be the first application of a new "Tier" of passenger equipment safety standards proposed by the Rail Safety Advisory Committee of the Federal Railroad Administration (FRA). This acquisition will be Amtrak's first major use of "performance" rather than "design" specifications which, when taken with the FRA's new approach to passenger equipment standards, permit Amtrak to acquire

<sup>3</sup> NEC excluding Infrastructure, Reimbursable and Commuter allocations.



passenger equipment with designs proven in service overseas to operate in the U.S. with little or no modification.

Amtrak published the request for proposals on July 1, 2014. Proposals were received on October 1, 2014, and are presently under review with a goal of a decision by the Board of Directors in the spring of 2015. Amtrak anticipates the delivery of the first prototype trainset 36 months following the notice to proceed (NTP); the first revenue in-service trainset is anticipated 48 months after the NTP and the final revenue service trainset 60 months after the NTP.

Status of Amtrak's Current Fleet - With no new deliveries during FY14, Amtrak's passenger car fleet, already older than at any previous point in Amtrak's history, aged with another year of heavy use. We are rapidly approaching the time when equipment condition will limit Amtrak's ability to maintain service at current levels.

Exhibit [1-1] lists the current fleet age and average mileage of equipment used by Amtrak (including equipment owned by states).

### Exhibit [1-1] – Average Age and Mileage of Rolling Stock

#### Passenger Cars

| Equipment Type      | Active Units<br>10/1/2014 | Year Started<br>in Service | Average<br>Age in 2015 | Average<br>Mileage | Notes   |
|---------------------|---------------------------|----------------------------|------------------------|--------------------|---------|
| Amfleet I           | 463                       | 1975 - 1977                | 38 Years               | 4,569,000          | (a)     |
| Cab Cars / NPCU     | 37                        | 1967 - 1981                | 41 Years               | 3,278,000          | (b)     |
| Horizon             | 93                        | 1989 - 1990                | 25 Years               | 3,221,000          |         |
| Surfliner           | 49                        | 2000 - 2002                | 14 Years               | 2,006,000          | (c)     |
| California Cars     | 92                        | 1993 - 2002                | 18 Years               | 2,275,000          |         |
| North Carolina Cars | 16                        | 1953 - 1965                | 61 Years               | 940,000            | (d)     |
| Amfleet II          | 145                       | 1981 - 1983                | 32 Years               | 6,204,000          |         |
| Heritage            | 93                        | 1946 - 1962                | 60 Years               | 5,599,000          | (e)     |
| Viewliner           | 51                        | 1988 - 1990                | 19 Years               | 3,647,000          |         |
| Viewliner II        | 0                         | 2015                       | 0 Years                | 0                  | (f)     |
| Superliner (I & II) | 426                       | 1979 - 1996                | 28 Years               | 5,495,000          | (g & h) |
| Auto Carrier        | 80                        | 2005                       | 9 Years                | 1,764,000          |         |
| Other               | 7                         | Unknown                    | Unknown                | N/A                | (i)     |
| <b>Total</b>        | <b>1,552</b>              |                            |                        |                    |         |

(a) Average Amfleet I mileage lower than previous report due to the return to service of 55 cars formerly in storage for 5+ years

(b) Cab Car average mileage = 1,800,000 miles since inception of Amtrak data systems in 1970's - mileage prior to data systems not available. NPCU average mileage = 3,900,000

(c) Includes cars owned by Amtrak (39) and California (10)

(d) Mileage since last major overhaul, approximately 1995

(e) Includes Service Cars, Wheel Cars Track & Catenary Inspection Cars, Bag / Bike Cars and Conference Car  
Mileage since inception of Amtrak data systems in 1970's; estimates not available for prior period

(f) Total order 70 Baggage cars, 25 Sleepers, 25 Diners, 10 Bag/Dorm Cars; baggage cars delivered first replace Heritage fleet

(g) Average Superliner I mileage = 6,392,000 and Superliner II average mileage = 3,833,000

(h) Superliner I fleet was introduced during 1979 - 1981 while Superliner II cars came into service 1993 - 1996

(i) Two maintenance of way work cars and one conference car

## Locomotives

| Equipment Type         | Active Units<br>10/1/2014 | Year Started<br>in Service | Average<br>Age in 2015 | Average<br>Mileage | Notes |
|------------------------|---------------------------|----------------------------|------------------------|--------------------|-------|
| P32                    | 18                        | 1991                       | 23 Years               | 2,138,000          |       |
| P32DM                  | 17                        | 1995 - 1998                | 18 Years               | 1,960,000          |       |
| P40                    | 16                        | 1993                       | 21 Years               | 2,585,000          |       |
| P42                    | 193                       | 1996 - 2001                | 15 Years               | 2,752,000          |       |
| F59PHI                 | 21                        | 1998                       | 16 Years               | 1,856,000          |       |
| AEM-7                  | 39                        | 1980 - 1988                | 32 Years               | 4,327,000          |       |
| HHP-8                  | 0                         | 1999 - 2001                | 14 Years               | 1,379,000          |       |
| ACS-64                 | 22                        | 2014                       | 0 Years                | 14,000             |       |
| California Diesels     | 17                        | 1991 - 2001                | 18 Years               | 1,957,000          | (i)   |
| North Carolina Diesels | 6                         | 1988 - 1998                | 23 Years               | 415,000            | (i)   |
| Switchers              | 50                        | 1950 - 2013                | 36 Years               | N/A                |       |
| <b>Total</b>           | <b>399</b>                |                            |                        |                    |       |

(i) California and North Carolina diesel locomotives are not Amtrak-owned

## Trainsets

| Equipment Type   | Active Sets<br>10/1/2014 | Year Started<br>in Service | Average<br>Age in 2015 | Average<br>Mileage | Notes |
|------------------|--------------------------|----------------------------|------------------------|--------------------|-------|
| Acela            | 20                       | 2000                       | 14 Years               | 2,125,000          | (j)   |
| Cascades Service | 7                        | 1999 - 2013                | 11 Years               | 2,326,000          | (k)   |

(j) 20 Trainsets = 40 power cars; 120 trailer cars plus one (1) non-revenue track geometry car

(k) Washington State owns 3 trainsets, Oregon DOT owns 2 trainsets, Amtrak own 2 trainsets

Exhibit [1-2] lists expected availability of the current fleet in FY15 as compared to the two most recent fiscal years:

### Exhibit [1-2] – Expected Fleet Availability

#### Rolling Stock Counts and Availability Includes Funded State Corridor Growth

|   | End FY2012   |            |               | End FY2013   |            |               | End FY14 Actual |            |               | End FY15 Projected |            |               |
|---|--------------|------------|---------------|--------------|------------|---------------|-----------------|------------|---------------|--------------------|------------|---------------|
|   | Active       | Shop       | Net Available | Active       | Shop       | Net Available | Active          | Shop       | Net Available | Active             | Shop       | Net Available |
| <b>Car Fleet</b>                            |              |            |               |              |            |               |                 |            |               |                    |            |               |
| Amfleet I                                   | 463          | 46         | 417           | 463          | 48         | 415           | 463             | 47         | 416           | 464                | 47         | 417           |
| Horizon                                     | 94           | 18         | 76            | 94           | 16         | 78            | 93              | 5          | 88            | 93                 | 5          | 88            |
| Surfliner                                   | 49           | 9          | 40            | 49           | 9          | 40            | 49              | 8          | 41            | 49                 | 8          | 41            |
| California Cars                             | 78           | 10         | 68            | 78           | 10         | 68            | 92              |            | 92            | 92                 |            | 92            |
| North Carolina Cars                         | 11           | 2          | 9             | 11           | -          | 11            | 16              | 2          | 14            | 17                 | 2          | 15            |
| Amfleet II                                  | 145          | 26         | 119           | 145          | 22         | 123           | 145             | 23         | 122           | 145                | 23         | 122           |
| Heritage Baggage Cars                       | 64           | 11         | 53            | 64           | 12         | 52            | 63              | 7          | 56            | -                  | -          | -             |
| Heritage Diner                              | 20           | 5          | 15            | 20           | 5          | 15            | 20              | 5          | 15            | 20                 | 5          | 15            |
| Heritage Dome/Parlor Cars                   | 6            | 2          | 4             | 6            | 2          | 4             | 6               | 1          | 5             | 6                  | 1          | 5             |
| Heritage Co. Serv., Exhibit <sup>1</sup>    | -            | -          | -             | 7            | -          | 7             | 4               | -          | 4             | 4                  | -          | 4             |
| Viewliner                                   | 51           | 10         | 41            | 51           | 10         | 41            | 51              | 10         | 41            | 51                 | 10         | 41            |
| Viewliner II <sup>2</sup>                   | -            | -          | -             | -            | -          | -             | -               | -          | -             | 68                 | 5          | 63            |
| Superliner I & II                           | 429          | 77         | 352           | 429          | 76         | 353           | 426             | 66         | 360           | 424                | 66         | 358           |
| Auto Carrier                                | 80           | 9          | 71            | 80           | 9          | 71            | 80              | 9          | 71            | 80                 | 9          | 71            |
| Cab Cars / NPCU Metroliner                  | 40           | 5          | 35            | 40           | 8          | 32            | 37              | 10         | 27            | 37                 | 10         | 27            |
| Other <sup>3</sup>                          | 10           | 1          | 9             | 3            | 1          | 2             | 7               | -          | 7             | 5                  | 1          | 4             |
| <b>Total Car Fleet</b>                      | <b>1,540</b> | <b>231</b> | <b>1,309</b>  | <b>1,540</b> | <b>228</b> | <b>1,312</b>  | <b>1,552</b>    | <b>193</b> | <b>1,359</b>  | <b>1,555</b>       | <b>192</b> | <b>1,363</b>  |
| <b>Locomotives</b>                          |              |            |               |              |            |               |                 |            |               |                    |            |               |
| Electric Locomotives <sup>4</sup>           | 62           | 17         | 45            | 62           | 17         | 45            | 61              | 16         | 45            | 62                 | 16         | 46            |
| Diesel Locomotives <sup>5</sup>             | 289          | 45         | 244           | 289          | 45         | 244           | 265             | 42         | 223           | 265                | 42         | 223           |
| Diesel Locomotives (CA & NC)                |              |            |               |              |            |               | 23              | 4          | 19            | 23                 | 4          | 19            |
| Switchers <sup>6</sup>                      | 45           | -          | 45            | 45           | 6          | 39            | 50              | -          | 50            | 50                 | -          | 50            |
| <b>Locomotives Totals</b>                   | <b>396</b>   | <b>62</b>  | <b>334</b>    | <b>396</b>   | <b>68</b>  | <b>328</b>    | <b>399</b>      | <b>62</b>  | <b>337</b>    | <b>400</b>         | <b>62</b>  | <b>338</b>    |
| <b>Trainsets</b>                            |              |            |               |              |            |               |                 |            |               |                    |            |               |
| Acela (20 Trainsets)                        |              |            |               |              |            |               |                 |            |               |                    |            |               |
| - Cars                                      | 121          | 24         | 97            | 121          | 24         | 97            | 121             | 24         | 97            | 121                | 24         | 97            |
| - Locomotives                               | 40           | 8          | 32            | 40           | 8          | 32            | 40              | 8          | 32            | 40                 | 8          | 32            |
| Cascades Service (7 Trainsets) <sup>7</sup> |              |            |               |              |            |               |                 |            |               |                    |            |               |
| - Cars                                      | 60           | -          | 60            | 84           | 3          | 81            | 83              | -          | 83            | 83                 | 3          | 80            |
| - Locomotives                               | 6            | -          | 6             | 8            | 1          | 7             | 7               | -          | 7             | 7                  | 1          | 6             |
| <b>Total Trainsets</b>                      | <b>227</b>   | <b>32</b>  | <b>195</b>    | <b>253</b>   | <b>36</b>  | <b>217</b>    | <b>251</b>      | <b>32</b>  | <b>219</b>    | <b>251</b>         | <b>36</b>  | <b>215</b>    |
| <b>Grand Total</b>                          | <b>2,163</b> | <b>325</b> | <b>1,838</b>  | <b>2,189</b> | <b>332</b> | <b>1,857</b>  | <b>2,202</b>    | <b>287</b> | <b>1,915</b>  | <b>2,206</b>       | <b>290</b> | <b>1,916</b>  |
| Planned Availability %                      |              |            | 85.0%         |              |            | 84.8%         |                 |            | 87.0%         |                    |            | 86.9%         |

<sup>1</sup> Part of Exhibit Train

<sup>2</sup> Long Distance Single Level cars now known as Viewliner II, to replace Heritage Baggage and Diner Cars and augment Single Level Sleeper fleet (130 car order comprised of 70 bag cars, 25 diners, 10 bag/dorm cars and 25 sleepers).

<sup>3</sup> Includes Service Cars, Wheel Cars Track & Catenary Inspection Cars and Conference Car.

<sup>4</sup> Electric locomotive deliveries begin in FY14 and continue thru FY16.

<sup>5</sup> California and North Carolina Diesel Locomotives included in pre Diesel Locomotive counts.

<sup>6</sup> Switchers were not previously included in Planned Shop counts. Adding has no effect on passenger service.

<sup>7</sup> Two (2) new Oregon (ODOT) owned trainsets placed in service FY 2013.

## Exhibit [1-3] – Rolling Stock Unit Acquisition Plan

|                | Locomotives |            |           | Cars         |            |               | New High Speed |
|----------------|-------------|------------|-----------|--------------|------------|---------------|----------------|
|                | Electric    | Diesel     | Switcher  | Single Level | Bi-Level   | Auto Carriers |                |
| 2015           | 31          | -          | -         | 68           | -          | -             | -              |
| 2016           | 17          | -          | -         | 62           | -          | -             | -              |
| 2017           | -           | -          | -         | -            | -          | -             | -              |
| 2018           | -           | -          | -         | -            | -          | -             | -              |
| 2019           | -           | -          | 8         | 100          | -          | -             | 2              |
| 2020           | -           | -          | 8         | 100          | -          | -             | 20             |
| 2021           | -           | -          | 5         | 100          | 100        | -             | 6              |
| 2022           | -           | -          | 5         | 100          | 100        | -             | -              |
| 2023           | -           | -          | 5         | 100          | 100        | -             | -              |
| 2024           | -           | 50         | 5         | 100          | 100        | -             | -              |
| 2025           | -           | 50         | -         | 95           | 100        | -             | -              |
| 2026           | -           | 50         | -         | -            | 8          | -             | -              |
| 2027           | -           | 50         | -         | -            | -          | -             | -              |
| 2028           | -           | 50         | -         | -            | -          | 80            | -              |
| 2029           | -           | 30         | -         | -            | -          | -             | -              |
| 2030           | -           | -          | -         | -            | -          | -             | -              |
| <b>Cycle 1</b> | <b>48</b>   | <b>280</b> | <b>36</b> | <b>825</b>   | <b>508</b> | <b>80</b>     | <b>28</b>      |
| 2031           | -           | -          | -         | -            | -          | -             | -              |
| 2032           | -           | -          | -         | -            | -          | -             | -              |
| 2033           | -           | -          | -         | -            | -          | -             | -              |
| 2034           | -           | -          | -         | -            | -          | -             | -              |
| 2035           | -           | -          | -         | -            | -          | -             | -              |
| 2036           | -           | -          | -         | -            | -          | -             | -              |
| 2037           | -           | -          | -         | -            | -          | -             | -              |
| 2038           | -           | -          | -         | -            | -          | -             | -              |
| 2039           | 21          | -          | 8         | -            | -          | -             | 2              |
| 2040           | 31          | -          | 8         | -            | -          | -             | 20             |
| 2041           | 18          | -          | 5         | -            | -          | -             | 6              |
| 2042           | -           | -          | 5         | -            | -          | -             | -              |
| 2043           | -           | -          | 5         | -            | -          | -             | -              |
| 2044           | -           | -          | 5         | -            | -          | -             | -              |
| <b>Cycle 2</b> | <b>70</b>   | <b>-</b>   | <b>36</b> | <b>-</b>     | <b>-</b>   | <b>-</b>      | <b>28</b>      |
| <b>Total</b>   | <b>118</b>  | <b>280</b> | <b>72</b> | <b>825</b>   | <b>508</b> | <b>80</b>     | <b>56</b>      |

Planning the Future of Amtrak's Fleet – Going forward, key elements of Amtrak's equipment strategy include establishing the long-term equipment needs of the business lines, determining the tradeoffs between continuing to invest in the existing fleet versus acquisition of new equipment, and developing investment business cases that can support future decisions on capital investment in rail fleet.

In the near term, the next step is an assessment of Amtrak's current fleet assets, including assets that might need to be repurposed to meet equipment requirements, as well as options and opportunities for supplementing Amtrak's fleet through acquisition of new equipment. This assessment will develop into the business case for the proposed service, including costs of various scenarios involving equipment, opportunities for internal synergies, opportunities for external partnerships and financing, and estimates of return on investment, external benefits, and risks. The business case will then flow into Amtrak's resource allocation decision-making process, where the recommendations for use of Amtrak's equipment resources and future investment in equipment will be prioritized against other investment needs.

Other equipment-related capital funding requirements over the five-year period will primarily involve overhauls of existing equipment, with a minor amount of compliance-related acquisitions. The capital fleet-related expenditures for the five-year period are presented in Exhibit 1-11. To the extent that Amtrak is able to develop more reliable, multi-year sources of funding, the total expenditures on fleet and the expenditures by year will likely change.

### **On Time Performance (OTP)**

Today, many of our host railroads are encountering major increases in freight traffic resulting from a variety of factors, including the recent growth of oil shipments by rail. Freight train interference with Amtrak trains has increased markedly, resulting in reduced on-time performance (OTP) on many Amtrak routes. Market research has shown that OTP is a large determining factor in customer satisfaction, and poor OTP reduces revenues and increases costs. In this current environment, Amtrak is working to improve the elements of OTP we can directly control; insisting that our host railroad partners give us the preference in dispatching required by law; and working with the host railroads and others to tackle the underlying causes of rail congestion.

Currently there are several major initiatives underway to address the OTP issues including:

1. Chicago Gateway Blue Ribbon Panel. Amtrak has convened a panel of experts to study and make recommendations to ameliorate the rail congestion problems that affect passenger and freight traffic in the Chicago area. The Panel is gathering insights and recommendations from a broad group of stakeholders, including freight rail leaders, state and local agencies, shippers and labor leaders.
2. Initial Terminal Delay (ITD) Reductions. Amtrak recognizes the importance of ensuring that trains depart on-time from the station where they originate, and is implementing action plans to minimize initial terminal delays.
3. Surface Transportation Board (STB) Actions. Amtrak has filed petitions with the Surface Transportation Board seeking improvements in performance from some of our host railroad



partners. We regret that we were not able to achieve acceptable performance outside of the STB, and we look forward to the STB's participation in enforcing the obligations of our host railroads.

### Americans with Disabilities Act

Amtrak recognizes that many of our passengers have challenges using our services, given the limitations of our current infrastructure and our aging equipment. With the funding we have available, our goal is to bring all Amtrak-served stations into compliance with the Americans with Disabilities Act (ADA) of 1990 through our ADA Stations Program. In order to accomplish this goal, Amtrak, in coordination with members from the disability community and the FRA, has developed the ADA priorities and work necessary to bring stations with existing accessibility deficiencies into compliance with the ADA. Our plan will address stations with known accessibility deficiencies in areas such as train access, passenger information, and station access and amenities, and bring them into compliance with the ADA within the five year plan period.

Our highest priorities are as follows:

1. Stations with known train access deficiencies
2. Stations with known Passenger Information Display Systems (PIDS) deficiencies
3. Stations with known station access and/or station amenity deficiencies
4. Adding level boarding platforms (where required)
5. Adding a level boarding type solution (based on Amtrak's Platform Design Policy) where level boarding is not required by the ADA is also included in the five year strategic plan goals and objectives.

Priorities 4 and 5 will be funded from remaining funds after priorities 1-3 have been funded.

ADA Financial Commitments - In order to accomplish these goals, Amtrak has agreed to spend no less than \$50 million of its capital funds on ADA improvements every year over the next five years. In these years, Amtrak's ADA Stations Program consists of planning, surveys, ADA assessment, design, and construction work at 260 stations.

Amtrak is currently in the process of developing a supplemental plan that evaluates the current condition of the Amtrak system with respect to ADA access, which will project the amount of capital needed to fully fund all the ADA Program needs. This report will be issued as the information becomes available, and will be updated periodically to determine the required funding levels to achieve Amtrak's goal of ADA compliance.

### STRATEGIC OBJECTIVE S2: GROW A LOYAL, LONG-TERM CUSTOMER BASE BY TARGETING AND ACQUIRING NEW RIDERS

Amtrak must begin targeting and acquiring new customers to ensure that demand continues to grow over the long-term. Amtrak ridership across all business lines is heavily skewed toward older age groups. Building satisfaction and loyalty among our current customer segments will be key to maintaining the growth we have experienced in recent years. However, we must also appeal to a new generation of passengers to sustain the business. We will measure our success on this objective

by the number of new customers we acquire, and the number of new members who join our Amtrak Guest Rewards loyalty program.

Consumers who are currently between the ages of 18 and 34 will soon be entering their peak earning and traveling years. Research indicates that within the next 5-8 years, they will account for approximately half of all business travel, while Baby Boomers' business travel spending will drop sharply.

This represents a prime opportunity for Amtrak because younger customers have considerably different wants, needs and desires related to travel – needs that Amtrak is uniquely positioned to meet. These wants and needs include a preference for traveling in organized groups, using mobile devices for entertainment while on-board, and a higher desire for comfort and leg-room. We must communicate our ability to meet these needs better than competing modes, and offer the supplementary services and features needed to build long-term loyalty to Amtrak.

Advertising and Brand Communications - Advertising and Brand Communications campaigns will increase utilization of data mining and new digital/online advertising platforms to become more targeted and better leverage opportunities by route, market and consumer segment.

*Northeast Regional* advertising will focus on tactical pricing offers, such as Three-Day Flash sales and 14-day advance purchase tickets, and on promoting travel to conventions, sporting/entertainment events, and high profile NEC attractions. *Acela Express* advertising will reflect capacity constraints by targeting route segments with fewer sell-outs, a strategy that enabled Amtrak to increase Boston-New York ridership by 15% in FY14. Radio ads, and route-specific geo-targeted digital advertising, will position Long Distance trains as a better alternative to driving, and promote winter and other fare discounts. Advertising campaigns for State Supported routes will be developed in conjunction with state partners.

Brand video and TV advertising will elevate awareness of all business lines, and there will be an increased focus on emerging population segments such as Millennials, Hispanics and Asians/Chinese.

Ridership Five-Year Plan Overview – Amtrak's five-year ridership projection is for a total growth of 8.1% from FY14 actual ridership, or 1.6% annually. Growth will come from a variety of sources, including incremental demand associated with economic growth, system investments and expansions, loyalty and advertising program investments, increased advertising efficiency via targeted campaigns and new revenue management system capabilities.

Two primary factors limit growth projections. First are equipment capacity constraints, particularly in the Northeast Corridor but also on Amtrak's Long Distance train network and on select State Supported Services elsewhere. Equipment acquisitions that are underway will increase capacity, but most of the benefits of those acquisitions are not expected to be realized until the very end of the forecast period.

The second factor that may constrain growth is lower fuel and energy costs, which have the potential to drive modal shift from rail to auto and air travel. Because lower fuel prices only started

to become evident late in 2014, the possible impacts of changes in fuel costs are not factored into Amtrak's demand forecasts at this time.

### STRATEGIC OBJECTIVE S3: CONTINUOUSLY IMPROVE OUR CULTURE OF SAFETY AND SECURITY

Amtrak ensures the safety and security of our passengers and employees through the combined efforts of our Corporate Safety department, the Amtrak Police department, and the Emergency Management and Corporate Security department. Together, these groups are working towards our goal of every customer and employee going home injury-free every day. We will measure our success on this objective primarily by the contact rate of our Safe-2-Safer program (discussed below), our numbers of serious injuries and fatalities, and our passenger injuries per 100 million passenger miles.

Safety - Amtrak's Corporate Safety Department provides support to Amtrak's operations in a variety of ways. Safe-2-Safer is a behavior-based organizational safety culture program that has been in place for multiple years at Amtrak, with a goal of making our current safety practices and behaviors even more effective. Safe-2-Safer is not just for the operating employees, but is a risk reduction philosophy that applies to all Amtrak personnel.

In addition to Safe-2-Safer, the System Safety group will continue the implementation of the system safety program, evaluation of the safety of proposed new chemical products and maintenance of the electronic material safety data sheet database, compliance with Occupational Safety and Health Administration (OSHA) regulations, Federal Railroad Administration (FRA) safety compliance, facility safety audits, employee exposure surveys and controls, safety training program development, and expert OSHA testimony for Claims.

Another element of Safety is Operation RedBlock, an alcohol prevention and intervention program. The program emphasizes awareness, education, and prevention to employees. The program aims to change attitudes and behaviors to reduce the tolerance of non-users to job-related drug and alcohol use, and to encourage users to seek assistance.

Finally, Amtrak's Operation Lifesaver efforts will continue to collaborate with Operation Lifesaver Inc., host railroads, the Amtrak Police department, and Amtrak's business lines to reduce highway rail grade crossing accidents and trespasser fatalities. This is done through engineering, education and enforcement.

Amtrak Police Department (APD) - The Amtrak Police department will enhance its prevention efforts through partnerships, preparedness, and participation. One component of this is the Operation RAILSAFE program, where we are strengthening the coordination and integration among Amtrak police and emergency responders, host railroads, transit agencies, and other members of law enforcement to protect passengers, employees, and infrastructure from acts of terrorism. We will also continue our training with our law enforcement partners in multi-agency drills and "tabletop" exercises.

APD will continue to expand its data-driven approach to predictive policing with enhanced data collection, analysis, and “comp stat” briefings to review and discuss trends, crime prevention strategies, and deployment. We will pursue opportunities to improve our incident reporting, and to use technology for better communications and incident response. We will use workforce planning for improved productivity, and will continue our training programs for dealing with situations ranging from difficult and unruly passengers to active shooters. Finally, we will look for ways to improve Amtrak’s OTP by minimizing delays related to police incidents and trespasser strikes.

Emergency Management and Corporate Security (EMCS) – Emergency Management and Corporate Security is responsible for Amtrak’s structured security risk management process, which helps keep the passenger rail system safe, secure, and resilient. This program has three core areas:

- Security Training, Exercises and Public Awareness – Efforts in this area include the development and distribution of security awareness materials and messaging designed to increase vigilance, and implementation of the Amtrak Ambassador program of volunteer employees who respond to planned and unplanned customer surges and emergencies to mitigate the impact of overcrowding in stations.
- Infrastructure Protection – Includes implementing target hardening solutions (fencing, bollards, video surveillance, etc.) identified through a risk management process, and employee and contractor identification program to verify, identify and supplement access control.
- Planning and Assessments – Includes security project planning and coordination with external stakeholders to protect shared assets such as bridges, tunnels, and stations; risk assessment and audit of critical assets resulting in mitigation plans to protect infrastructure; and business continuity planning to encompass continuity of operations and emergency action plans for facilities, as well as planning for emergencies at tunnels, bridges, and other potential points of failure.

#### STRATEGIC OBJECTIVE S4: DRIVE PRODUCTIVITY AND QUALITY THROUGH PROCESS IMPROVEMENT, AND BETTER PROJECT AND PROGRAM MANAGEMENT

Amtrak’s focus on operating efficiency is enterprise-wide. The day-to-day operations of every business line, department and group within Amtrak must continually improve so that we can meet our goals at the lowest possible cost. Target areas include process improvements, optimizing service delivery, and efficiently using assets. We will measure our success on this objective by measuring the productivity of our departments, including Transportation labor hours/total riders, Mechanical cost/mile, Engineering unplanned delay minutes/10,000 train miles, and others. Specific initiatives to improve processes, and project and program management, include:

- Establishing a Project Management Office (PMO) and expanding project management training and resources. Amtrak is currently in the process of establishing a PMO in the Operations department to define and maintain standards for project management within the organization.
- Management Control Framework. Amtrak has completed the first year of developing its Management Control Framework, and is working to implement the control improvement opportunities identified to date.

- Introducing Lean Enterprise Solutions. A small team has been created within the Human Capital department to introduce Lean Enterprise Solutions to the organization through a series of pilot projects.
- Improved Overtime Reporting and Reduction. A cross-functional team has been created to improve the processes of how overtime is documented, with an ultimate goal of understanding its root causes and working to reduce unnecessary overtime.

#### STRATEGIC OBJECTIVE S5: SECURE FINANCIAL RESOURCES NEEDED TO EXECUTE OUR VISION AND MISSION

The availability and efficient use of investment dollars are critical for success in any capital-intensive industry, and this is especially true for railroads. The historic lack of financial resources for Amtrak has resulted in degrading fleet and infrastructure, higher operating costs, and an inability to invest in projects that will improve our bottom line. We will measure our success on this objective by how much of the funding requested to support our business lines we are able to achieve.

Unlike transit and commuter rail or other forms of transportation, there is no reliable, multi-year source of funds for capital investment in intercity passenger rail. Thus, Amtrak must undertake capital planning without knowledge of how much capital will be provided from one year to the next. Indeed, Amtrak did not know the amount of capital available for FY15 until December 16, 2014, with almost one-quarter of the fiscal year having already elapsed. Under the current approach, if Amtrak were to make a multi-year commitment to a necessary capital investment and subsequent appropriations for capital were less than anticipated, other critical investments would have to be deferred or alternatively Amtrak would have to pay penalties for breach of contract.

The lack of predictability in the timing and levels of capital investment tends to force Amtrak away from systematic, long-term strategic planning and investment in favor of short-term fixes. Over the long run, this approach almost invariably costs us more when impacts on both revenue and expenses are taken into account. It requires maintaining assets long after the original manufacturer and many of the manufacturers of component parts have ceased to exist, asset failures have become frequent, and repairs are no longer cost effective. This drives up costs and reduces reliability, both of which have adverse impacts on passengers and the bottom line.

To address this issue over the next five years, Amtrak will pursue a multi-pronged approach:

1. Move toward a capital allocation process where investment decisions are made based on how projects impact strategic goals in combination with traditional financial measures of rates of return. By making decisions through these two lenses – financial benefit and strategic benefit – we will be better able to quantify for those who invest in Amtrak the value they get from their investment.
2. Retain NEC operating surpluses for use as investment capital. Given the strong and predictable performance of the NEC, operating surpluses are a stable source of capital and debt financing if

they can be deployed for such purposes rather than directed to cover operating losses of other services.

3. Engage the Administration and Congress in establishing a long-term, predictable source of capital funding as part of Surface Transportation Reauthorization.
4. Engage the Administration and Congress on how to make Federal credit programs responsive to Amtrak's investment needs where such investments generate sufficient cash flow to service the debt.
5. Selectively pursue opportunities to utilize innovative financing, private debt or public-private partnerships to fund high-return and strategically vital projects.

Amtrak is currently pursuing multiple initiatives to broaden the sources of its funding:

Section 212 Implementation – Section 212 of PRIIA required the establishment of a Northeast Corridor Infrastructure and Operations Advisory Commission (NEC Commission) which, among other things, was charged with developing a standardized formula for determining and allocating costs between intercity and commuter use of shared NEC infrastructure. Section 212 requires that the NEC Commission's formula ensure that there is no cross subsidization of commuter, intercity or freight rail transportation and that each service is assigned the costs incurred only for the benefit of that service and a proportionate share, based upon factors that reasonably reflect relative use, of cost incurred for the common benefit of more than one service.

The US DOT, Amtrak, and Northeastern States and commuter agencies adopted an interim methodology and cost-sharing formula extending to both operating and capital costs incurred in the NEC on December 17, 2014. The implementation of this new allocation method should result in additional investments by commuter agencies in Amtrak's NEC infrastructure that will supplement Amtrak's own capital funding, and usher in a new cooperative planning and coordination regime across the full NEC network. This effort is being led by the Infrastructure and Corporate Development business line and is discussed in further detail in that section.

Section 209 Implementation – Section 209 of PRIIA required Amtrak and its State partners to develop a uniform cost-sharing methodology for all routes of less than 750 miles outside the Boston-Washington NEC mainline. Amtrak reached agreement with 18 of 19 partners on a methodology, but because there was not unanimous agreement Section 209 required the issue to be decided at the Surface Transportation Board (STB). In March 2012, the STB approved the proposal developed by Amtrak and the 18 States and set an implementation date of October 1, 2013.

As a result of the new Section 209 formula, approximately \$52.5 million of operating costs and \$58.2 million of equipment capital costs were taken over by Amtrak's State partners in FY14 compared to FY13. However, many questions remain between Amtrak and State partners about interpreting the policy, and no detailed plans have been created for establishing the States' share of future fixed asset investment. Resolving these open issues, and developing a policy for State contributions to fixed asset investments, are currently being led by the State Supported Services business line and are discussed in further detail in that section.



RRIF Financing for Next Generation High-Speed Trainsets –FRA is responsible for the Federally-sponsored Railroad Rehabilitation and Improvement Financing (RRIF) loan program, designed to provide financing for investments in the nation’s rail infrastructure. Amtrak recently received a loan from this program for the acquisition of the ACS-64 locomotives, and is currently applying for a loan for the proposed Next Generation High-Speed Trainsets discussed in detail in the Fleet Strategy section.

#### STRATEGIC OBJECTIVE S6: ALIGN THE ORGANIZATION TO DRIVE BUSINESS LINE OUTCOMES

Amtrak’s decision to reorganize around business lines was driven by the need to better align our operations with our customer segments, including passengers and our State/agency partners, as well as to increase accountability. Shifting from a functional/regional organization to a business line approach is a major undertaking. Amtrak is now well underway in these efforts, but additional work remains to help the business lines articulate their requirements to the support functions, and to ensure the support functions are effectively supporting the business line efforts. It is also important that, where appropriate, system-wide functional standards and economies of scale be balanced with the expected benefits of business line focus. We will measure our success on this objective by a quarterly survey of business line and functional executives to help track our continuing progress on alignment.

Specific initiatives underway to help align the organization to drive business line outcomes include programs to continue the successful use of balanced scorecards in our Long Distance business line; to further develop balanced scorecards for the Northeast Corridor, State Supported Services and the now-forming Infrastructure and Corporate Development business lines; and to translate, or “cascade,” the corporate strategy to additional support functions beyond the work that has already been accomplished with the Information Technology, Human Capital, and Emergency Management and Corporate Security departments. In FY15 Mechanical, Marketing and Engineering are expecting to develop an aligned set of objectives, measures and initiatives.

Major departments outside the business lines are pursuing the following activities and initiatives to support our strategy:

The Transportation function plays the primary leadership role in the development, maintenance, and continuous enhancement of safe operating policies, programs and practices, utilizing a proactive leadership approach. The Transportation function oversees the critical training, certification, and audit functions necessary to foster a successful operational safety program. It also leads the efforts to identify, analyze, launch and support programs geared toward fuel and energy conservation, particularly those influenced by employee operational behaviors. Collaborating with internal and external partners, the Transportation function has significant influence on the provision of safe and effective Amtrak service system wide.

The Mechanical department primarily consists of three backshop operations that strive to safely create and deliver industry leading, high value, competitive services for rolling stock assets in North

America for our internal and external partners and customers, building loyalty by exceeding expectations. The various disciplines are used to support the execution of this mission.

- *Fleet Performance*: Provides maintenance, repair and inspection methods, processes, and procedures for passenger cars and locomotives to provide the greatest value to customers while minimizing cost and service interruptions.
- *Fleet Engineering*: Provides engineering services and support to help ensure reliable performance and technological efficiency of Amtrak's rolling stock.
- *Standards and Compliance*: Ensures that fleet maintenance activities are in compliance with regulatory and contract requirements, and drives continuous improvement through quality assurance.
- *Fleet Acquisition*: Provides support and oversight to internal stakeholders for fleet acquisition activities and makes recommendations for procurement of the equipment needed, consistent with Amtrak's strategic planning efforts.
- *Competitive Services*: Provides fleet maintenance services to external clients to generate net revenues and optimize maintenance asset utilization.
- *Backshops*: Performs overhauls, modifications and wreck repairs to passenger car and locomotive fleets, and rebuilds components to provide support to business line operations. Also provides assistance with the commissioning, testing, maintenance and completion of field modifications and other functions as necessary in support of new equipment acquisitions.

Engineering's foundational approach to support Amtrak's passenger operations is to provide for a safe, reliable, efficient and cost-effective infrastructure and network systems. Amtrak's physical plant is a complex network of infrastructure components, assets, facilities, and systems integrated and inextricably linked with each other to support a mix of high-speed rail, regional, commuter and freight rail traffic in the Northeast Corridor and its feeder lines and other rail lines owned and/or maintained by Amtrak.

On the NEC mainline, Engineering works closely with the Infrastructure and Corporate Development business line and the NEC Commission to implement the maintenance actions and improvements developed in partnership with the stakeholders of the NEC. The Engineering Department 5-Year Plan is an integral part of Amtrak's contribution to the NEC Commission Five-Year NECD Capital Plan that is developed by Engineering, the Infrastructure and Corporate Development business line, and the NEC Commission. The Engineering Plan identifies near-term investments to begin addressing long-term needs, and includes capital projects to maintain existing assets and to advance speed and capacity improvements. This requires the development of a systematic and comprehensive Capital Investment Plan for both infrastructure and improvement programs that will ensure meeting current service levels and supporting a transportation framework that addresses future market growth. The Plan also includes Government-mandated and safety programs to meet regulatory requirements. Engineering also works to maintain and improve the Hudson, New Haven-Springfield and Keystone Lines in partnership with the states of New York, Connecticut/Massachusetts, and Pennsylvania, respectively.

System Operations is responsible for developing the daily operations plan of equipment and crew assignments. This department is responsible for the operations of the Consolidated National Operations Center (CNOC). CNOC's responsibilities include crew and equipment assignments and charter train management.

Business Operations provides coordination of business processes and performance measures aligned to the Strategic Plan to ensure consistency, standardization, compliance, accuracy and continuous improvement across Operations. Business Operations relies on an integrated approach to process change by leveraging technology to improve service delivery, gain efficiencies and support the matrix organization.

Customer Service The Customer Service department acts as the voice of the customer and champions the development of innovative customer service solutions, employee support services, and tactical and strategic planning. This department is charged with developing customer service standards and ensuring that they meet the wants, needs and expectations of our customers. The department oversees Food and Beverage operations; culinary product development; On-Board, Train and Engine, and Station Service employee standards; and customer support within CNOC. It also provides innovative solutions for station development, Americans with Disabilities Act (ADA), and capital acquisitions for stations. Customer Service is directing the Amtrak Customer Experience (ACE) program described in Objective S1.

Operations Research & Planning produces and maintains Amtrak's train schedules; manages and enhances Amtrak's connectivity; provides operations and fleet planning and analysis capabilities; and designs, develops and partners with other departments to implement models, systems, processes and procedures that will reduce costs, enhance revenues and/or improve operational performance.

Finance supports business line accountability and provides critical information to our stakeholders.

The Marketing & Sales department's activities are detailed above as part of our Customer Focus objectives, and Human Capital and Information Technology department activities are detailed below in our Talent & Technology objectives.

## TALENT &amp; TECHNOLOGY OBJECTIVES

T1. Develop, acquire and retain talent in a best fit org structure that will deliver on our Mission.

## Talent and Technology

T2. Enable talent with technology for productivity, agility and customer focus.

The foundation of Amtrak's entire Strategic Plan is having an engaged workforce that works within a strategically designed organizational structure and is equipped with the skills and tools needed to carry out our mission.

### STRATEGIC OBJECTIVE T1: DEVELOP, ACQUIRE AND RETAIN TALENT IN A BEST FIT ORGANIZATIONAL STRUCTURE THAT WILL DELIVER ON OUR MISSION

Through their energy, enthusiasm and commitment to safety and security, customer service and financial excellence, our people are critical to the achievement of Amtrak's Strategic Plan. Amtrak's Human Capital (HC) team's role is to ensure that every one of our employees possesses the skills, capabilities and knowledge to achieve the Amtrak vision. We will measure our success on this objective by our time to fill open positions, by our new hire failure rate, and by measuring our employees' engagement.

An engaged workforce is critical to Amtrak's ability to succeed and meet our strategic goals. Amtrak continues to develop our understanding of what motivates our employees and prospective employees, as well as to provide the opportunities and the tools they need to succeed professionally and contribute to Amtrak's progress through their performance. To support the successful achievement of Amtrak's goals, Human Capital established the HC Strategy to ensure our initiatives target the right areas and make fiscally responsible use of our resources. The HC Strategy, a three-year plan refreshed annually, describes the path for making Amtrak a company known, from a talent perspective, as having people who deliver safety, customer service and high performance – today and tomorrow.

Amtrak's HC strategy, a continuous improvement roadmap, identified the following critical, internal workforce-related risks:

- A retiring workforce (a third of the workforce is currently eligible for retirement)
- Limited succession management
- Low or limited employer brand recognition—not considered a destination for best fit talent
- Below market compensation structure
- Shortage of qualified workers available for hire
- Lack of effective performance management process and differentiation of pay based on performance
- Insufficient technical and professional training, career growth and professional development opportunities
- Gaps in the knowledge, skills or abilities of Amtrak's workforce necessary to achieve the Strategic Plan

- Outdated and insufficient Human Capital technology platform
- Rising and unsustainable benefits costs
- Lack of enterprise-wide workforce strategy
- Inefficient and ineffective HC processes

But Amtrak also faces a number of external factors that may impact the implementation of its HC Strategy, including:

- Economic conditions and resource limitations (including possible reductions in Federal support and falling oil prices)
- Political changes
- Increased diversity in our nation which needs to be represented in our workforce (for example, more customers who are non-English speaking)
- As the economy improves, competition intensifies from the private sector for knowledge workers in areas such as IT and Finance and railroad crafts (e.g., Engineering, Mechanics, Road Foremen)
- Workforce is living longer and also working longer before retirement
- Increased career mobility, including a desire to move between jobs and even organizations to enhance career development at a much faster pace

As part of its HC Strategy, Amtrak has identified the following strategic actions:

1. Hire and on-board best fit talented people who thrive living the brand. Amtrak actively seeks to recruit the best fit talent for our culture, mission, and business values who can successfully execute against our business strategy. As Amtrak's continuous improvement and growth is only possible through its people, identifying, selecting and hiring the right people for the right roles at Amtrak is critical.
2. Train and develop all levels of talent base. Human Capital at Amtrak strives to promote and measurably improve knowledge sharing, professional and technical development, learning and continuous improvement of all Amtrak employees. The focus of this goal is creating a learning culture and knowledge-based workforce at Amtrak
3. Drive rigorous performance management and development. Amtrak's performance management process, "Performance Conversations," equips managers and employees with the in-depth employee performance information required to establish clear goals and accurate, objective talent assessments.
4. Develop a consistent Total Rewards strategy linked to performance and talent management. Beginning in 2013, Amtrak initiated a redesign of our pay and benefits offering to more directly link employee rewards to the company's Strategic Plan and to attract and retain the best fit people available to serve its customers. Amtrak transformed our decision-making on pay and benefits from being focused on individually-defined outcomes and tenure to being more directly linked to Amtrak's financial and organizational outcomes and the company's long-term

sustainability through Amtrak Total Rewards. Amtrak Total Rewards includes the development of short and long term incentives for non-agreement employees to provide an offset to reduced benefits, and to motivate and reward the successful execution of our strategy. In FY15 those incentives are based on a combination of financial, operational and customer outcomes.

5. Deliver effective labor management and employee relations outcomes. Amtrak has developed a comprehensive labor strategy, focusing on hiring/qualifications, use of existing rules/rights, and negotiations. As part of the next round of bargaining, the company will be discussing outcomes needed to support the Amtrak Business Plan in 2015.

## STRATEGIC OBJECTIVE T2: ENABLE TALENT WITH TECHNOLOGY FOR PRODUCTIVITY, AGILITY AND CUSTOMER FOCUS

In order to compete effectively, grow our business and improve customer satisfaction, our employees must have technology that provides quick access to information, is linked to critical processes, and connects us to customers in a rapidly evolving marketplace. Information technology can also be leveraged to be more predictive and proactive so that we can provide a safer and more secure environment for our employees and customers. We will measure our success on this objective by how the Information Technology (IT) department is meeting its service level agreement (SLA) commitments to the businesses, and how IT is managing its costs.

For FY15, there are five major technology initiatives underway:

1. Operations Foundation – The Operations Foundation program’s goal is to collect the business process and technology needs of the Operations department, and use them to prioritize and steer the development of process and technology solutions. The Operations Foundation program has identified opportunities in multiple areas of focus over the next several years. This includes an Integrated Labor Management System for automated timekeeping; a Baggage Management System; general Information Management; improved Service Management for train service activities; Rolling Stock Asset Management; Fixed Asset Management; and Food & Beverage Management.
2. Customer Experience Program – As described in detail in Strategic Objective S1 (Customer Focus), the Customer Experience Program will deliver functionality that will allow Amtrak to provide its customers with an intuitive, personalized experience when shopping, planning and booking their travel. It will also deliver the infrastructure to allow Amtrak to sell related products and services (ancillary revenue) and allow Amtrak to move forward with customer and revenue initiatives in an efficient and timely manner.
3. Payment Platform – The improved Payment Platform will allow Amtrak to comply with the increased IT security requirements for accepting credit card payments, reducing the risk of future hacking or security breaches.
4. Next Generation Reservations or “ResNG” – Completion of the “ResNG” program, the future platform for processing Amtrak reservations and ticketing.

5. Atlanta Service Delivery Center – Amtrak is establishing a center in Atlanta to maintain and develop certain strategic applications and services. The Atlanta area has been identified as a strong market to acquire IT talent at competitive costs, and the center will allow Amtrak to transition certain IT systems to a more stable workforce at a lower total cost.



## Business Lines

Amtrak has adopted a business line strategy and organizational structure. Being selective about where and how to deploy people, time, attention and funding across business lines is expected to drive improved outcomes for each business line's customers and stakeholders, while maintaining the integrity and synergy of the Amtrak Corporate Strategy.

In developing this strategy, Amtrak conducted a thorough analysis that included internal and external factors impacting each business line and the market dynamics and competition of each business line, as well as trends in financial performance.

There are three core operating businesses – Northeast Corridor Operations, Long Distance Services and State Supported Services.

Our other existing business line, Northeast Corridor Infrastructure and Investment Development, is in the midst of being re-chartered as a comprehensive Infrastructure and Corporate Development business, charged with planning, managing and developing system-wide infrastructure, real estate and other corporate assets in order to maximize financial and strategic value for Amtrak.

### NORTHEAST CORRIDOR OPERATIONS

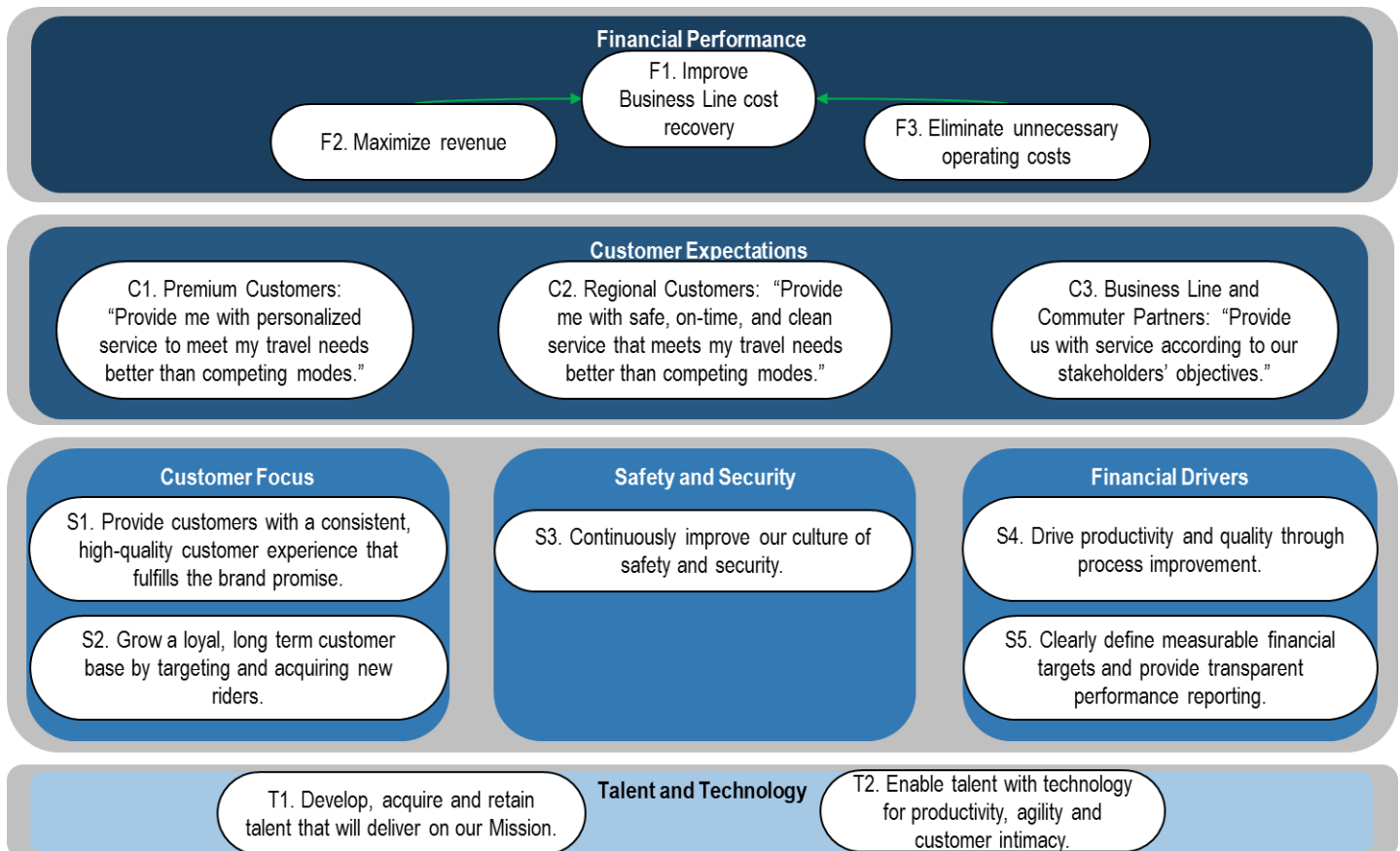
The Northeast Corridor Operations business line is accountable for the operating and financial performance of the Amtrak services on the NEC and the surrounding region, along with the day-to-day management of commuter railroad operations on the Amtrak-owned segments of the NEC. NEC Operations include *Northeast Regional*; *Acela Express*; State Supported extensions of *Northeast Regional* trains beyond the Boston-Washington mainline; other State Supported trains adjacent to the NEC; and the Amtrak-operated Shore Line East and MARC Penn Line commuter service on the NEC.

The NEC Operations business line has articulated the following mission:

**Provide high speed intercity travel that reflects our commitment to safe, reliable and environmentally sustainable operations. Support Long Distance and State Supported Business Line services as well as work closely with the Infrastructure and Corporate Development Business Line to attain a “state of good repair” while making high speed rail infrastructure investments**

Since the NEC enjoys strong and growing demand for its services, Amtrak will continue to expand NEC capacity in the short term by optimizing operations of the current infrastructure and acquiring new high-speed trainsets. Marketing and revenue management will also play a key role in revenue growth, increasing demand by differentiating Amtrak service in order to generate the highest possible yields. Long term investment infrastructure is also critical to the NEC mission, and developing stronger State and Federal support of the other business lines will allow the NEC to reinvest more of its operating profits back into the NEC.

The NEC Operations business line will fulfill this mission through the following strategy:



The NEC Operations Strategy was developed by starting with the Amtrak Corporate Strategy and adapting it to the unique environment of the NEC:

- The Customers consist of Premium Customers (*Acela Express*); *Northeast Regional* Customers; and "Wholesale" Customers including other business lines whose trains operate in the NEC region (State Supported and Long Distance), commuter agencies operating on Amtrak-owned territory (Long Island Rail Road, NJ Transit, SEPTA, and others), and commuter agencies for whom Amtrak operates commuter services (MARC and Shore Line East).

- The Financial Drivers include NEC Objective S5 of defining and reporting on financial targets within the organization, and developing the culture of financial awareness and acumen through the Operations organization.

One significant aspect of the NEC Operations business line is that it does not have day-to-day responsibility for the longer-term planning of the NEC. Those processes are carried out within the Infrastructure and Corporate Development business line, but in close consultation with the NEC Operations business line and other NEC stakeholders.

Currently, the NEC Operations business line is in the process of refreshing its strategy. This process could involve the evolution of some combination of objectives, the measures used to track these objectives, and the portfolio of initiatives that are established in support of the objectives.

Within the next five years, the NEC Operations business line is expected to take delivery of the Next Generation High-Speed Trainsets currently in the procurement process described in the Strategy Overview section. The business line is currently planning for the introduction of this equipment and how to best manage the new capacity it will provide. The capital schedule does not include capital expense for procurement of these trainsets.

The following tables show the five-year projected operating results and capital investment by program for the NEC Operations business line.

## Exhibit [2 - 1] – Five-Year Projected Operating Results, NEC

| (\$ in Millions)   | NEC               |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           |
| Ticket Revenue (Adjusted)                                | \$ 1,220.5        | \$ 1,278.4        | \$ 1,326.3        | \$ 1,372.4        | \$ 1,416.2        |
| Food & Beverage  | 42.5              | 45.1              | 44.5              | 44.8              | 45.1              |
| State Supported Train Revenue                            | 0.0               | -                 | -                 | -                 | -                 |
| <b>Subtotal Passenger Related Revenue</b>                | <b>1,263.0</b>    | <b>1,323.6</b>    | <b>1,370.8</b>    | <b>1,417.2</b>    | <b>1,461.2</b>    |
| Other Core Revenue                                       | 147.3             | 164.5             | 172.3             | 186.6             | 189.9             |
| Ancillary Revenue  | 332.6             | 340.6             | 349.7             | 358.8             | 367.5             |
| <b>Total Revenue</b>                                     | <b>1,742.8</b>    | <b>1,828.6</b>    | <b>1,892.8</b>    | <b>1,962.6</b>    | <b>2,018.6</b>    |
| <b>Expenses that are Direct Responsibility of GM NEC</b> |                   |                   |                   |                   |                   |
| Salaries, Wages & Benefits                               | 569.7             | 595.0             | 613.9             | 633.7             | 654.5             |
| Train Operations   | 5.9               | 5.9               | 5.9               | 5.9               | 5.9               |
| Fuel, Power & Utilities                                  | 75.5              | 72.9              | 74.7              | 75.5              | 76.3              |
| Materials  | 70.5              | 70.5              | 70.5              | 70.5              | 70.5              |
| Facility, Communication & Office                         | 31.9              | 31.9              | 31.9              | 31.9              | 31.9              |
| Advertising and Sales                                    | 0.0               | 0.0               | 0.0               | 0.0               | 0.0               |
| Casualty and Other Claims                                | -                 | -                 | -                 | -                 | -                 |
| Professional Fees & Data Processing                      | 0.3               | 0.3               | 0.3               | 0.3               | 0.3               |
| All Other Expense  | (3.1)             | (3.1)             | (3.1)             | (3.1)             | (3.1)             |
| Transfer to Capital & Ancillary                          | (6.8)             | (6.8)             | (6.8)             | (6.8)             | (6.8)             |
| <b>Total Expense Responsibility of GM NEC</b>            | <b>743.9</b>      | <b>766.5</b>      | <b>787.2</b>      | <b>807.9</b>      | <b>829.5</b>      |
| <b>Direct expenses Allocated to Business Lines:</b>      |                   |                   |                   |                   |                   |
| State Supported Business Line                            | (177.3)           | (177.4)           | (186.8)           | (192.0)           | (197.4)           |
| Long Distance Business Line                              | (106.0)           | (109.0)           | (109.7)           | (112.3)           | (114.9)           |
| Commuter Operations                                      | (0.3)             | (0.3)             | (0.3)             | (0.3)             | (0.3)             |
| Reimbursable   | (1.5)             | (1.4)             | (1.5)             | (1.5)             | (1.5)             |
| Commercial Development                                   | (0.3)             | (0.3)             | (0.3)             | (0.3)             | (0.3)             |
| Unallocated  | (0.0)             | (0.0)             | (0.0)             | (0.0)             | (0.0)             |
| <b>Total allocated to Other Business Lines</b>           | <b>(285.3)</b>    | <b>(288.4)</b>    | <b>(298.7)</b>    | <b>(306.4)</b>    | <b>(314.5)</b>    |
| <b>Direct Expenses Remaining with GM NEC</b>             | <b>\$ 458.6</b>   | <b>\$ 478.1</b>   | <b>\$ 488.5</b>   | <b>\$ 501.4</b>   | <b>\$ 514.9</b>   |
| <b>Gross Margin</b>                                      | <b>\$ 1,284.2</b> | <b>\$ 1,350.5</b> | <b>\$ 1,404.3</b> | <b>\$ 1,461.2</b> | <b>\$ 1,503.7</b> |
| <b>Expenses allocated into NEC:</b>                      |                   |                   |                   |                   |                   |
| GM State Supported                                       | 0.6               | 0.4               | 0.4               | 0.4               | 0.4               |
| GM: Long Distance  | 18.9              | 19.1              | 19.4              | 19.6              | 19.8              |
| Engineering  | 344.3             | 358.7             | 368.1             | 378.6             | 389.3             |
| Mechanical   | 24.0              | 48.5              | 47.6              | 50.4              | 53.2              |
| Customer Service   | 22.6              | 25.2              | 25.3              | 25.4              | 25.5              |
| System Operations  | 5.0               | 5.3               | 5.4               | 5.6               | 5.8               |
| Transportation   | 7.3               | 7.5               | 7.6               | 7.7               | 7.8               |
| Safety   | 6.8               | 7.2               | 7.3               | 7.5               | 7.7               |
| Business Operations                                      | 3.2               | 4.2               | 5.3               | 5.6               | 3.5               |
| Ops Research & Planning                                  | 1.0               | 1.0               | 1.1               | 1.1               | 1.2               |
| All Other Operations                                     | 0.9               | 0.9               | 0.9               | 1.0               | 1.0               |
| <b>Total from Operations</b>                             | <b>434.6</b>      | <b>478.1</b>      | <b>488.3</b>      | <b>502.8</b>      | <b>515.2</b>      |
| Train Fuel & Electric Propulsion Power                   | 101.7             | 103.8             | 104.0             | 105.1             | 106.3             |
| Treasury Expense (CC Fees, Insurance, etc.)              | 47.1              | 49.5              | 49.9              | 50.3              | 50.8              |
| IT   | 78.5              | 85.0              | 88.5              | 92.7              | 97.4              |
| Marketing & Sales  | 69.9              | 72.7              | 75.0              | 79.8              | 86.5              |
| Finance  | 41.1              | 43.7              | 44.9              | 46.3              | 47.9              |
| Amtrak Police Department                                 | 43.8              | 46.2              | 47.6              | 49.1              | 50.7              |
| General Counsel  | 23.9              | 25.1              | 25.3              | 25.8              | 26.3              |
| Human Capital  | 18.9              | 20.0              | 20.5              | 21.1              | 21.8              |
| EM&CS  | 4.3               | 4.5               | 4.6               | 4.7               | 4.9               |
| All Other Corporate                                      | 38.1              | 25.3              | 45.0              | 59.3              | 63.6              |
| <b>Total from Corporate</b>                              | <b>467.3</b>      | <b>476.0</b>      | <b>505.2</b>      | <b>534.3</b>      | <b>556.1</b>      |
| <b>Total Expenses allocated into NEC</b>                 | <b>\$ 901.9</b>   | <b>\$ 954.0</b>   | <b>\$ 993.6</b>   | <b>\$ 1,037.1</b> | <b>\$ 1,071.3</b> |
| <b>Total Operating Expense</b>                           | <b>1,360.4</b>    | <b>1,432.1</b>    | <b>1,482.1</b>    | <b>1,538.6</b>    | <b>1,586.2</b>    |
| <b>Adjusted Operating Profit/(Loss)</b>                  | <b>\$ 382.4</b>   | <b>\$ 396.5</b>   | <b>\$ 410.7</b>   | <b>\$ 424.1</b>   | <b>\$ 432.4</b>   |

Note: NEC Operating Revenue includes \$29.7M for payment on RRIF loan.

## Exhibit [2 – 2] – Five-Year Projected Capital Investment by Program, NEC

| (\$s in Millions)   | NEC            |                  |                  |                  |                  | 5 Year Total        |
|---|----------------|------------------|------------------|------------------|------------------|---------------------|
|   | FY 2015        | FY 2016          | FY 2017          | FY 2018          | FY 2019          |                     |
| SOGR Base   | 169.1          | 311.1            | 349.6            | 409.0            | 458.4            | 1,697.3             |
| Major Projects  | 44.1           | 324.7            | 359.4            | 585.1            | 508.4            | 1,821.8             |
| Safety / Mandates   | 29.2           | 17.0             | 15.1             | 11.0             | 10.5             | 82.9                |
| Support Equipment and Vehicles                              | 16.0           | 22.9             | 24.3             | 24.3             | 29.7             | 117.1               |
| Improvements  | 12.8           | 22.2             | 53.6             | 117.8            | 346.9            | 553.3               |
| Amtrak Support  | 3.8            | 3.8              | -                | -                | -                | 7.6                 |
| <b>Infrastructure Renewal</b>                               | <b>275.0</b>   | <b>701.7</b>     | <b>802.1</b>     | <b>1,147.3</b>   | <b>1,354.0</b>   | <b>4,280.0</b>      |
| SOGR Base   | 26.5           | 85.3             | 107.8            | 116.7            | 112.6            | 449.0               |
| Major Projects  | 1.2            | 4.7              | 46.8             | 46.8             | 46.8             | 146.3               |
| Safety / Mandates   | 0.2            | 0.5              | -                | -                | -                | 0.7                 |
| Improvements  | 10.0           | 19.7             | 37.8             | 33.8             | 9.7              | 111.0               |
| Amtrak Support  | -              | 0.3              | 0.8              | -                | -                | 1.1                 |
| NEC Master Planning   | 20.0           | 37.1             | 134.3            | 215.2            | 250.9            | 657.5               |
| Support Equipment and Vehicles                              | -              | 2.7              | 2.7              | 2.7              | 2.7              | 10.7                |
| <b>Stations and Facilities</b>                              | <b>58.0</b>    | <b>150.2</b>     | <b>330.2</b>     | <b>415.2</b>     | <b>422.7</b>     | <b>1,376.3</b>      |
| Amfleet Programs  | 32.0           | 32.5             | 26.3             | 28.9             | 37.2             | 156.8               |
| Acela Programs  | 64.0           | 39.1             | 12.0             | 12.0             | 15.0             | 142.1               |
| Superliners   | -              | -                | -                | -                | -                | -                   |
| Locomotives   | -              | -                | -                | -                | -                | -                   |
| Horizon/Surfliner Programs                                  | 0.2            | 0.8              | 1.6              | 0.8              | 0.6              | 4.1                 |
| Viewliner Programs  | -              | -                | -                | -                | -                | -                   |
| General Safety & Reliability                                | 0.2            | 4.2              | 3.3              | 2.9              | 2.7              | 13.2                |
| Mandatory Projects  | 0.2            | 2.7              | 2.7              | 2.7              | 2.7              | 11.1                |
| Heritage Programs   | -              | -                | -                | -                | -                | -                   |
| Talgo Programs  | -              | -                | -                | -                | -                | -                   |
| Wrecks  | 1.1            | 2.7              | 2.7              | 2.7              | 2.7              | 12.0                |
| <b>Fleet Overhauls</b>                                      | <b>97.6</b>    | <b>82.0</b>      | <b>48.7</b>      | <b>50.0</b>      | <b>60.9</b>      | <b>339.3</b>        |
| Software  | 6.7            | 25.0             | 20.1             | 22.5             | 23.5             | 97.7                |
| Operations Foundation                                       | 23.2           | 30.5             | 24.4             | 29.4             | 10.3             | 117.9               |
| Hardware  | -              | 38.2             | 31.7             | 22.1             | 26.2             | 118.2               |
| Back Office Support   | 0.3            | 0.2              | 0.2              | 0.2              | 0.2              | 1.1                 |
| <b>Technology Systems</b>                                   | <b>30.2</b>    | <b>93.9</b>      | <b>76.4</b>      | <b>74.3</b>      | <b>60.2</b>      | <b>334.9</b>        |
| Special Programs  | 27.9           | 95.6             | 219.7            | 167.9            | 76.0             | 587.1               |
| <b>Gateway Program</b>                                      | <b>27.9</b>    | <b>95.6</b>      | <b>219.7</b>     | <b>167.9</b>     | <b>76.0</b>      | <b>587.1</b>        |
| Safety / Mandates   | 3.4            | 6.6              | 8.7              | 8.8              | 8.2              | 35.6                |
| <b>Environmental Remediation</b>                            | <b>3.4</b>     | <b>6.6</b>       | <b>8.7</b>       | <b>8.8</b>       | <b>8.2</b>       | <b>35.6</b>         |
| Special Programs  | 2.3            | 2.0              | -                | -                | -                | 4.4                 |
| Amtrak Support  | -              | -                | -                | -                | -                | -                   |
| <b>Rolling Stock Acquisition</b>                            | <b>2.3</b>     | <b>2.0</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>4.4</b>          |
| ADA Stations  | 28.6           | 32.9             | 32.9             | 32.9             | 32.9             | 160.0               |
| Safety / Mandates   | 4.4            | 3.3              | 3.3              | 3.3              | 3.3              | 17.5                |
| <b>ADA Compliance</b>                                       | <b>32.9</b>    | <b>36.1</b>      | <b>36.1</b>      | <b>36.1</b>      | <b>36.1</b>      | <b>177.5</b>        |
| Future Capital Allocations                                  | 37.3           | -                | -                | -                | -                | 37.3                |
| Hold Back for Operating                                     | -              | -                | -                | -                | -                | -                   |
| <b>Capital Reserve</b>                                      | <b>37.3</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>37.3</b>         |
| <b>General Capital / Amtrak Operating Profits - NEC [a]</b> | <b>564.8</b>   | <b>1,168.0</b>   | <b>1,521.9</b>   | <b>1,899.6</b>   | <b>2,018.0</b>   | <b>7,172.4</b>      |
| Department of Homeland Security                             | 12.8           | 9.4              | 11.0             | 12.0             | 11.9             | 57.0                |
| Hudson Yards Concrete Encasement Grant                      | 34.3           | -                | -                | -                | -                | 34.3                |
| NY-NJ High Speed Rail Grant                                 | 139.5          | 96.4             | 43.8             | -                | -                | 279.7               |
| Sandy Capital Relief Appropriation                          | 29.0           | 18.8             | 14.1             | 0.0              | 0.0              | 62.0                |
| State, Local, and Other Funds                               | 134.6          | 452.8            | 663.2            | 562.4            | 779.4            | 2,592.3             |
| <b>Total Capital North East Corridor</b>                    | <b>\$915.0</b> | <b>\$1,745.4</b> | <b>\$2,254.0</b> | <b>\$2,474.0</b> | <b>\$2,809.3</b> | <b>\$10,197.7</b>   |
| <b>[a] Fund Sources for these Programs are:</b>             | <b>FY 2015</b> | <b>FY 2016</b>   | <b>FY 2017</b>   | <b>FY 2018</b>   | <b>FY 2019</b>   | <b>5 Year Total</b> |
| General Capital   | 564.8          | 803.3            | 1,147.5          | 1,515.2          | 1,629.5          | 5,660.3             |
| NEC Operating Profits                                       | -              | 364.8            | 374.4            | 384.4            | 388.5            | 1,512.1             |
| <b>General Capital / NEC Operating Profits</b>              | <b>\$564.8</b> | <b>\$1,168.0</b> | <b>\$1,521.9</b> | <b>\$1,899.6</b> | <b>\$2,018.0</b> | <b>\$7,172.4</b>    |

### STATE SUPPORTED SERVICES

The State Supported Services business line is accountable for the operating and financial performance of Amtrak's State Supported Services across the country, comprising all routes less than 750 miles in length other than the Boston-to-Washington NEC mainline. It also manages the relationships with the various States and agencies who partner with Amtrak to fund State Supported Services. The State Supported Services business line is responsible for the day-to-day operations of the State Supported trains in Northern California and the Pacific Northwest, and works with the other operating business lines to deliver State Supported Services elsewhere in the country. It also provides terminal services to the Long Distance business line in Northern California and the Pacific Northwest.

The State Supported corridors have become a major source of ridership growth, with ridership almost doubling between 1998 and 2014. Today, nearly half of the passengers who ride an Amtrak train ride a State Supported train. The frequency of service on these routes can vary from as few as one to as many as 32 trains a day. Each of the 29 routes has developed, in close partnership with the sponsoring State, to fill route-specific transportation needs.

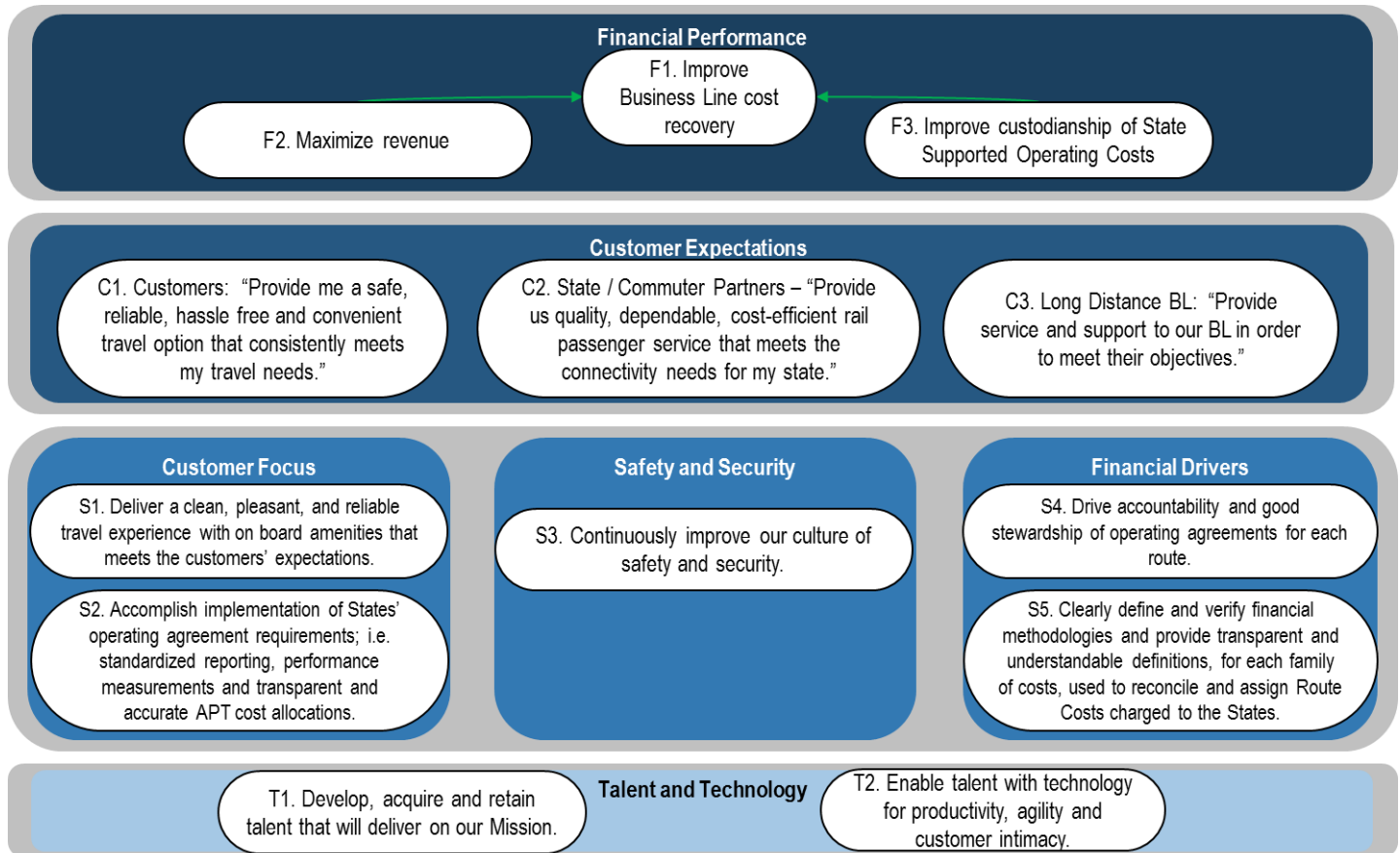
The State Supported Services consist of the following routes:

|                         |  |                              |
|-------------------------|--|------------------------------|
| Pacific Surfliner       | Chicago-St. Louis (Lincoln Service)      | Piedmont                     |
| Capitol Corridor        | Hiawatha                                 | Keystone                     |
| San Joaquin             | Wolverine                                | Pennsylvanian                |
| Vermont                 | Chicago-Carbondale (Illini/Saluki)       | Ethan Allen                  |
| New Haven-Springfield   | Chicago-Quincy (IL Zephyr/Carl Sandburg) | Albany-Niagara Falls-Toronto |
| Washington-Lynchburg    | Blue Water                               | Empire (NYP-ALB)             |
| Washington-Newport News | Hoosier State                            | Adirondack                   |
| Washington-Norfolk      | Pere Marquette                           | Heartland Flyer              |
| Washington-Richmond     | Downeaster                               | Cascades                     |
| Carolinian              | Kansas City-St. Louis (MO River Runner)  | Maple Leaf                   |

The State Supported Services business line has articulated the following mission:

**Position Amtrak as the provider of choice for short-distance intercity rail transportation. We are committed to offering safe, convenient and reliable intercity passenger rail related services that exceed customer expectations and contribute to economic, environmental and social well-being of the communities.**

The State Supported business line will fulfill this mission through the following strategy:



The State Supported Strategy was developed to be consistent with the Amtrak Corporate Strategy, adapted to the unique environment of State Supported Services:

- The Customers consist of the passengers, the State/commuter partners, and the Long Distance business line. This reflects the unique nature of the States' partnership with Amtrak, which is further reflected in the strategic objectives.
- The Customer Focus includes the expectations of our State partners, and the requirements contained in their operating agreements for the services Amtrak provides.
- The Financial Drivers include clearly defining and verifying the financial methodologies used to calculate the costs of State Supported Services.

A significant focus of the State Supported business line has been, and will continue to be, the implementation of Section 209 of PRIIA. Section 209 called for the States and Amtrak to jointly develop a uniform cost sharing methodology for all services under 750 miles in length. The methodology was approved by 18 of 19 States, and ultimately by the Surface Transportation Board



(STB), in 2012, and implemented in state pricing in FY14. However, many issues remain surrounding the details of the implementation.

In early 2014, three working groups, containing representatives from the States, the FRA and Amtrak, were established in an effort to resolve these issues. They are:

- Equipment Capital. This working group was established to develop a detailed Capital Investment Plan (CIP) for Amtrak-owned equipment used in State Supported Services that reflects the methodology of the Section 209 cost sharing policy. After much collaboration between Amtrak and the States, a final CIP was voted and approved by the member states' sister PRIIA Section 305 Committee. The CIP is a living document that will be continually updated by Amtrak and the States in response to evolving fleet needs from States, and the changing maintenance requirements of an aging fleet.
- Performance Standards. This working group was charged with creating a uniform framework for developing performance standards for State Supported routes, with the option for incentives and penalties to be paid to/from Amtrak based on Amtrak's performance. At this writing, Amtrak and the States have developed a framework for measuring and calculating incentives and penalties based on delay minutes; customer satisfaction; employee conduct; and station maintenance. In FY15, Amtrak will be finalizing standards for Amtrak-maintained equipment, and will be implementing this program for interested states. Amtrak believes that the addition of a program of modest incentives and penalties on State Supported routes will be a useful tool for aligning Amtrak managers with State goals, and continuing the process of improving performance.
- Operating Costs. Despite the efforts of the group of States and Amtrak who developed the Section 209 cost sharing policy, there are currently differences in interpretation between Amtrak and some States on elements of that policy. A mediation effort is currently underway with the assistance of the Federal Mediation and Conciliation Service and the STB to resolve these differences. This process is expected to continue through FY15, and all parties are optimistic it will produce a mutually agreeable outcome.

One significant development in the State Supported business line has been Indiana's efforts to attract alternative operators/service providers for the *Hoosier State* train between Indianapolis and Chicago. As of this writing, the train continues to be operated by Amtrak crews using Amtrak equipment.

Amtrak recognizes that States want to ensure that the services they receive from Amtrak are cost-effective. Through the work of the Equipment Capital and Performance Standards working groups, Amtrak has demonstrated both the benefits of Amtrak-provided equipment and that Amtrak is willing to hold itself accountable for performance on its State Supported routes. In the coming years, with the continuing resolution of outstanding Section 209 issues, we expect to shift our relationships with the States from the current atmosphere of negotiations to one based on a shared

vision on how we can work together to expand the reach, speed, and effectiveness of passenger rail services in all State corridors.

The following tables show the five-year projected operating results and projected capital investment by program for the State Supported business line.

## Exhibit [2 – 3] – Five-Year Projected Operating Results, State Supported

| (\$s in Millions)  | State Supported  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|
|  | FY 2015          | FY 2016          | FY 2017          | FY 2018          | FY 2019          |
| Ticket Revenue (Adjusted)  | \$ 504.7         | \$ 523.7         | \$ 541.9         | \$ 559.2         | \$ 576.4         |
| Food & Beverage  | 25.2             | 27.3             | 27.4             | 28.1             | 28.8             |
| State Supported Train Revenue  | 260.0            | 264.6            | 269.2            | 273.9            | 278.7            |
| <b>Subtotal Passenger Related Revenue</b>                            | <b>790.0</b>     | <b>815.5</b>     | <b>838.5</b>     | <b>861.3</b>     | <b>883.9</b>     |
| Other Core Revenue   | 5.1              | 3.4              | 4.3              | 5.7              | 5.8              |
| Ancillary Revenue  | 14.9             | 15.2             | 15.6             | 16.1             | 16.4             |
| <b>Total Revenue</b>   | <b>810.0</b>     | <b>834.2</b>     | <b>858.5</b>     | <b>883.0</b>     | <b>906.2</b>     |
| <b>Expenses that are Direct Responsibility of GM State Supported</b> |                  |                  |                  |                  |                  |
| Salaries, Wages & Benefits   | 140.0            | 146.3            | 151.1            | 156.1            | 161.4            |
| Train Operations   | 33.0             | 33.0             | 33.0             | 33.0             | 33.0             |
| Fuel, Power & Utilities  | 42.7             | 40.4             | 41.2             | 41.3             | 41.4             |
| Materials  | 19.3             | 19.3             | 19.3             | 19.3             | 19.3             |
| Facility, Communication & Office                                     | 11.0             | 11.0             | 11.0             | 11.0             | 11.0             |
| Advertising and Sales  | 0.0              | 0.0              | 0.0              | 0.0              | 0.0              |
| Professional Fees & Data Processing                                  | 0.3              | 0.3              | 0.3              | 0.3              | 0.3              |
| All Other Expense  | 2.0              | 2.0              | 2.0              | 2.0              | 2.0              |
| <b>Total Expense Responsibility of GM State Support</b>              | <b>248.3</b>     | <b>252.3</b>     | <b>257.9</b>     | <b>263.0</b>     | <b>268.4</b>     |
| <b>Direct expenses Allocated to Business Lines:</b>                  |                  |                  |                  |                  |                  |
| NEC Business Line  | (0.6)            | (0.4)            | (0.4)            | (0.4)            | (0.4)            |
| Long Distance Business Line  | (93.8)           | (94.1)           | (96.2)           | (98.0)           | (99.9)           |
| Commuter Operations  | (0.0)            | (0.0)            | (0.0)            | (0.0)            | (0.0)            |
| Reimbursable   | (0.0)            | (0.0)            | (0.0)            | (0.0)            | (0.0)            |
| Commercial Development   | (0.1)            | (0.1)            | (0.1)            | (0.1)            | (0.1)            |
| Commuter Access  | (0.0)            | (0.0)            | (0.0)            | (0.0)            | (0.0)            |
| <b>Total allocated to Other Business Lines</b>                       | <b>(94.6)</b>    | <b>(94.6)</b>    | <b>(96.8)</b>    | <b>(98.5)</b>    | <b>(100.4)</b>   |
| <b>Direct Expenses Remaining with State Supported</b>                | <b>\$ 153.7</b>  | <b>\$ 157.7</b>  | <b>\$ 161.1</b>  | <b>\$ 164.5</b>  | <b>\$ 167.9</b>  |
| <b>Gross Margin</b>  | <b>\$ 656.3</b>  | <b>\$ 676.5</b>  | <b>\$ 697.4</b>  | <b>\$ 718.5</b>  | <b>\$ 738.3</b>  |
| <b>Expenses allocated into State Supported</b>                       |                  |                  |                  |                  |                  |
| GM: NEC  | 178.2            | 178.3            | 187.8            | 193.0            | 198.5            |
| GM: Long Distance  | 184.6            | 188.4            | 193.5            | 198.1            | 203.0            |
| Engineering  | 33.4             | 33.4             | 35.7             | 37.2             | 38.8             |
| Mechanical   | 21.5             | 18.8             | 20.5             | 21.8             | 23.1             |
| Customer Service   | 18.7             | 19.9             | 19.8             | 19.6             | 19.4             |
| System Operations  | 8.2              | 8.6              | 8.9              | 9.2              | 9.6              |
| Transportation   | 71.3             | 71.6             | 71.9             | 72.2             | 72.5             |
| Safety   | 4.6              | 4.7              | 4.8              | 5.0              | 5.1              |
| Business Operations  | 2.2              | 2.8              | 3.5              | 3.8              | 2.4              |
| Ops Research & Planning  | 7.2              | 7.2              | 7.3              | 7.3              | 7.4              |
| All Other Operations   | 0.6              | 0.6              | 0.6              | 0.6              | 0.6              |
| <b>Total from Operations</b>   | <b>530.4</b>     | <b>534.3</b>     | <b>554.3</b>     | <b>567.9</b>     | <b>580.4</b>     |
| Train Fuel & Electric Propulsion Power                               | 4.7              | 3.7              | 4.8              | 4.8              | 4.9              |
| Treasury Expense (CC Fees, Insurance, etc.)                          | 29.4             | 32.1             | 32.4             | 32.6             | 32.9             |
| IT   | 55.5             | 58.0             | 61.5             | 64.3             | 67.3             |
| Marketing & Sales  | 52.2             | 54.1             | 56.0             | 58.8             | 61.5             |
| Finance  | 24.9             | 25.5             | 27.0             | 27.8             | 28.8             |
| Amtrak Police Department   | 13.6             | 14.2             | 14.7             | 15.2             | 15.7             |
| General Counsel  | 15.9             | 16.2             | 16.6             | 16.9             | 17.2             |
| Human Capital  | 14.9             | 15.2             | 15.9             | 16.4             | 16.9             |
| EM&CS  | 2.9              | 2.9              | 3.1              | 3.1              | 3.2              |
| All Other Corporate  | 6.7              | 13.1             | 2.3              | (0.0)            | (2.8)            |
| <b>Total from Corporate</b>  | <b>220.8</b>     | <b>235.2</b>     | <b>234.2</b>     | <b>240.1</b>     | <b>245.4</b>     |
| <b>Total Expenses allocated into State Supported</b>                 | <b>\$ 751.2</b>  | <b>\$ 769.5</b>  | <b>\$ 788.5</b>  | <b>\$ 807.9</b>  | <b>\$ 825.8</b>  |
| <b>Total Operating Expense</b>                                       | <b>904.9</b>     | <b>927.2</b>     | <b>949.7</b>     | <b>972.4</b>     | <b>993.8</b>     |
| <b>Adjusted Operating Profit/(Loss)</b>                              | <b>\$ (94.9)</b> | <b>\$ (93.1)</b> | <b>\$ (91.2)</b> | <b>\$ (89.4)</b> | <b>\$ (87.6)</b> |

## Exhibit [2 – 4] – Five-Year Projected Capital Investment by Program, State Supported

| (\$s in Millions)                               | State Supported |                |                |                |                | 5 Year Total     |
|---|-----------------|----------------|----------------|----------------|----------------|------------------|
|   | FY 2015         | FY 2016        | FY 2017        | FY 2018        | FY 2019        |                  |
| SOG R Base                                      | 20.7            | 27.0           | 32.1           | 47.3           | 46.9           | 174.0            |
| Major Projects                                  | 2.1             | 12.9           | 11.7           | 15.6           | 11.6           | 53.9             |
| Safety / Mandates                               | 5.7             | 1.4            | 0.8            | 0.8            | 0.7            | 9.4              |
| Support Equipment and Vehicles                  | 4.4             | 6.3            | 6.7            | 6.7            | 8.2            | 32.4             |
| Improvements                                    | 2.5             | 4.9            | 13.1           | 27.1           | 84.3           | 131.9            |
| Amtrak Support                                  | 1.0             | 1.0            | -              | -              | -              | 2.1              |
| <b>Infrastructure Renewal</b>                   | <b>36.6</b>     | <b>53.5</b>    | <b>64.4</b>    | <b>97.5</b>    | <b>151.7</b>   | <b>403.6</b>     |
| SOG R Base                                      | 9.2             | 14.9           | 13.0           | 13.4           | 13.2           | 63.8             |
| Major Projects                                  | 0.0             | 0.1            | 23.7           | 23.7           | 8.7            | 56.4             |
| Safety / Mandates                               | 0.0             | 0.0            | -              | -              | -              | 0.0              |
| Improvements                                    | 5.5             | 38.6           | 45.1           | 42.6           | 32.8           | 164.7            |
| Amtrak Support                                  | -               | 0.1            | 0.3            | -              | -              | 0.4              |
| NEC Master Planning                             | 0.5             | 1.8            | 2.9            | 4.0            | 13.4           | 22.5             |
| Support Equipment and Vehicles                  | -               | 0.7            | 0.7            | 0.7            | 0.7            | 2.9              |
| <b>Stations and Facilities</b>                  | <b>15.2</b>     | <b>56.3</b>    | <b>85.8</b>    | <b>84.5</b>    | <b>68.9</b>    | <b>310.7</b>     |
| Amfleet Programs                                | 29.3            | 31.2           | 28.3           | 30.6           | 28.0           | 147.5            |
| Acela Programs                                  | -               | -              | -              | -              | -              | -                |
| Superliners                                     | 4.3             | 3.6            | 3.6            | 4.3            | 6.7            | 22.5             |
| Locomotives                                     | 17.4            | 19.9           | 19.7           | 11.6           | 11.3           | 80.0             |
| Horizon/Surfliner Programs                      | 10.0            | 13.4           | 14.0           | 8.1            | 12.4           | 57.9             |
| Viewliner Programs                              | -               | -              | -              | -              | -              | -                |
| General Safety & Reliability                    | 0.1             | 1.7            | 1.3            | 1.2            | 1.1            | 5.4              |
| Mandatory Projects                              | 0.1             | 1.1            | 1.1            | 1.1            | 1.1            | 4.5              |
| Heritage Programs                               | -               | -              | -              | -              | -              | -                |
| Talgo Programs                                  | -               | -              | -              | -              | -              | -                |
| Wrecks  | 0.4             | 1.1            | 1.1            | 1.1            | 1.1            | 4.9              |
| <b>Fleet Overhauls</b>                          | <b>61.7</b>     | <b>72.1</b>    | <b>69.2</b>    | <b>57.9</b>    | <b>61.9</b>    | <b>322.8</b>     |
| Software  | 1.9             | 9.8            | 8.2            | 9.2            | 9.7            | 38.7             |
| Operations Foundation                           | 9.6             | 12.4           | 9.9            | 12.0           | 4.3            | 48.2             |
| Hardware  | 0.8             | 3.4            | 3.1            | 1.1            | 1.8            | 10.2             |
| Back Office Support                             | 0.1             | 0.1            | 0.1            | 0.1            | 0.1            | 0.5              |
| <b>Technology Systems</b>                       | <b>12.4</b>     | <b>25.6</b>    | <b>21.3</b>    | <b>22.5</b>    | <b>15.8</b>    | <b>97.6</b>      |
| Special Programs                                | 0.6             | 5.6            | 4.7            | 3.9            | 2.7            | 17.5             |
| <b>Gateway Program</b>                          | <b>0.6</b>      | <b>5.6</b>     | <b>4.7</b>     | <b>3.9</b>     | <b>2.7</b>     | <b>17.5</b>      |
| Safety / Mandates                               | 1.6             | 2.4            | 2.5            | 2.0            | 1.5            | 9.9              |
| <b>Environmental Remediation</b>                | <b>1.6</b>      | <b>2.4</b>     | <b>2.5</b>     | <b>2.0</b>     | <b>1.5</b>     | <b>9.9</b>       |
| Special Programs                                | 0.3             | 0.1            | -              | -              | -              | 0.4              |
| Amtrak Support                                  | -               | -              | -              | -              | -              | -                |
| <b>Rolling Stock Acquisition</b>                | <b>0.3</b>      | <b>0.1</b>     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>0.4</b>       |
| ADA Stations                                    | 8.5             | 9.7            | 9.7            | 9.7            | 9.7            | 47.4             |
| Safety / Mandates                               | 1.2             | 1.3            | 1.3            | 1.3            | 1.3            | 6.5              |
| <b>ADA Compliance</b>                           | <b>9.7</b>      | <b>11.1</b>    | <b>11.1</b>    | <b>11.1</b>    | <b>11.1</b>    | <b>53.9</b>      |
| Future Capital Allocations                      | -               | -              | -              | -              | -              | -                |
| Hold Back for Operating                         | -               | -              | -              | -              | -              | -                |
| <b>Capital Reserve</b>                          | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>         |
| <b>General Capital State Supported [a]</b>      | <b>138.1</b>    | <b>226.7</b>   | <b>258.9</b>   | <b>279.3</b>   | <b>313.4</b>   | <b>1,216.4</b>   |
| Department of Homeland Security                 | 3.5             | 2.6            | 3.0            | 3.3            | 3.2            | 15.6             |
| Hudson Yards Concrete Encasement Grant          | 0.5             | -              | -              | -              | -              | 0.5              |
| NY-NJ High Speed Rail Grant                     | 3.9             | 2.7            | 1.2            | -              | -              | 7.7              |
| Sandy Capital Relief Appropriation              | 0.8             | 0.5            | 0.4            | 0.0            | 0.0            | 1.6              |
| State, Local, and Other Funds                   | 67.5            | 163.7          | 143.9          | 85.2           | 100.4          | 560.7            |
| <b>Total Capital State Supported</b>            | <b>\$214.3</b>  | <b>\$396.1</b> | <b>\$407.4</b> | <b>\$367.7</b> | <b>\$417.1</b> | <b>\$1,802.5</b> |
| <b>[a] Fund Sources for these Programs are:</b> |                 |                |                |                |                |                  |
| General Capital                                 | 138.1           | 225.6          | 257.1          | 275.9          | 307.0          | 1,203.7          |
| NEC Operating Profits                           | -               | 1.0            | 1.8            | 3.4            | 6.4            | 12.7             |
| <b>General Capital / NEC Operating Profits</b>  | <b>\$138.1</b>  | <b>\$226.7</b> | <b>\$258.9</b> | <b>\$279.3</b> | <b>\$313.4</b> | <b>\$1,216.4</b> |

# LONG DISTANCE SERVICES

The Long Distance business line is accountable for the operating and financial performance of Amtrak’s Long Distance routes, as well as the operation of State Supported Services in the Midwest, the Southern Plains, and Southern California.

The fifteen Long Distance routes are:

|                     |                 |
|---------------------|-----------------|
| Crescent            | Silver Star     |
| Texas Eagle         | Cardinal        |
| Southwest Chief     | Silver Meteor   |
| Sunset Limited      | Capitol Limited |
| California Zephyr   | Palmetto        |
| Coast Starlight     | Auto Train      |
| City of New Orleans | Empire Builder  |
| Lake Shore Limited  |                 |

Amtrak’s Long Distance routes are the backbone of our national system. They provide the only Amtrak service to more than half of the States and stations we serve. They connect the nation’s major regions, provide a foundation of intercity passenger rail service, and preserve intercity mobility for underserved communities and populations. These trains are heavily patronized, and increasingly important to the communities and people along their routes that have been losing bus and air services. Since 1998, long-distance ridership has grown by approximately 20%, without the introduction of any new services, frequencies, or equipment. Average load factors on Long Distance trains are, on average, higher on the peak leg of their trips than on the *Acela Express* services on the NEC.

Congress expressed its support for maintaining this national passenger rail network when it stated in PRIIA Section 228(b):

*SENSE OF THE CONGRESS.— It is the sense of the Congress that— (1) long-distance passenger rail is a vital and necessary part of our national transportation system and economy; and (2) Amtrak should maintain a national passenger rail system, including long-distance routes, that connects the continental United States from coast to coast and from border to border.*

Approximately 15 percent of total ridership comes from Long Distance trains, along with 17 percent of Amtrak’s total revenue. The Long Distance business line represents the largest portion of the corporation’s operating loss, but also one of the most attractive improvement opportunities. With demand for these services continuing to grow, there are opportunities to narrow losses through cost-cutting and revenue growth, and to enhance the importance of this part of our network through better performance.

We are aggressively seeking ways to reduce the Long Distance operating loss over both the short and long term. In FY14 we successfully reduced this loss by approximately \$100M. Over the next 5 years, we will continue to pursue opportunities for cost reductions, more efficiency, revenue improvements and better service via the new business line structure.

The economics and consumer demand for Long Distance train service do not make it possible to cover all operating expenses solely with ticket revenue. The service could not exist without Federal funding to keep it in operation. Amtrak intends to work with Congress and the Administration over the next five years to achieve the goal of making the Federal government both a strategic partner and a paying customer for the operation of the Long Distance network, similar to our relationship with States under Section 209 of PRIIA.

Rather than partially subsidizing Amtrak's losses for these services, we will advocate that the Federal Government pay Amtrak an agreed price to operate Long Distance routes, just as it pays contractors to build military equipment or technology systems. Like any other Federal contractor, money received from the government should be accounted for as revenue from a customer – not subsidy from a public entity. A shift to this type of relationship will fundamentally change Amtrak's ability to plan and invest for long-term value like any other for-profit corporation, and would end the cross-subsidization of the operating losses of these services by the NEC.

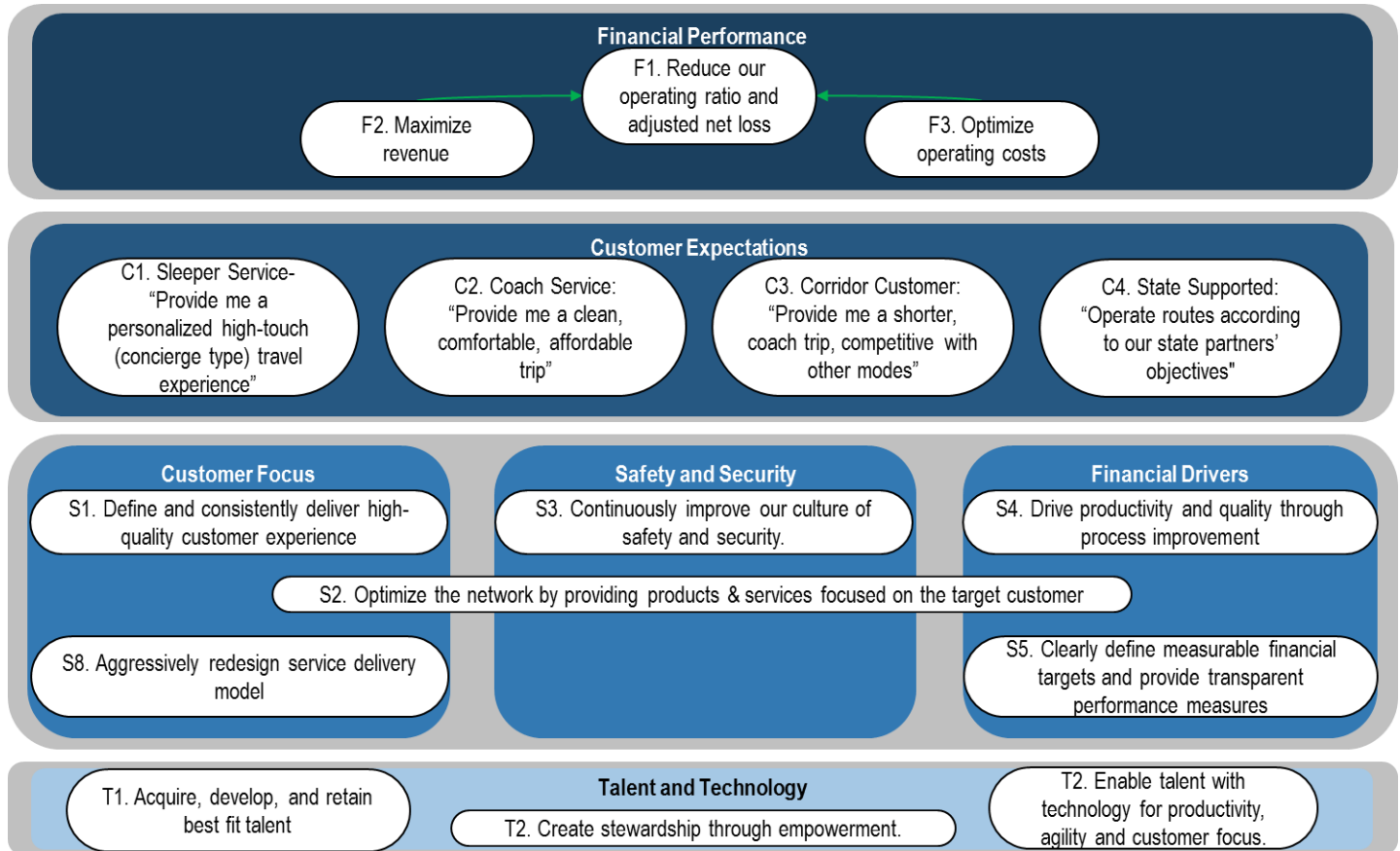
Like the Northeast Corridor, Long Distance routes require significant capital investment, a large portion of which is for ADA compliance at our stations. The purchase of new rolling stock and overhauls to existing fleet, much of which dates to the early 1980s, likewise require a large Federal investment. The Superliner cars used in Long Distance service are the hardest-run passenger equipment in North America, with the average car traveling an annual distance equal to seven trips around the world.

### Long Distance Strategy

The mission of the Long Distance Services business line is to:

**Connect the nation's major regions through Amtrak's network of long-distance trains, providing a foundation of intercity passenger rail service and preserving intercity mobility for underserved communities or populations. Preserve and improve this network in a manner that demonstrates the highest value for taxpayer investment with a commitment to excellence in safety, customer service and experience, host railroad partner relationships and cost and revenue management.**

The Long Distance business line will fulfill this mission through the following strategy:



The Long Distance Strategy takes the Amtrak Corporate Strategy and adapts it to the unique characteristics of the Long Distance network:

- The Customers consist of sleeper passengers, long-haul coach passengers, shorter distance coach passengers, and the State Supported trains operated by the Long Distance business line for the State Supported Services business line.
- Customer Focus includes redesigning the service delivery model, as described further below.
- An objective for network optimization has been added, spanning the strategic themes of Customer Focus and Financial Drivers.
- An additional Talent objective has been added for developing a culture of stewardship through empowerment, reflecting the long periods of time that crews can be in service on a Long Distance train without immediate access to supervisors.

The Long Distance Services management team used the Amtrak strategy management system for developing its strategy and driving goals and objectives for FY14. One component of this process



was the establishment of monthly strategy review meetings (SRMs) where progress on strategy execution is reviewed by the management team. The following initiatives that support our stated objectives are underway:

Define and consistently deliver high-quality customer experience (S1)

- The Long Distance business line will identify opportunities to drive changes in financial performance and customer satisfaction. Teams have been formed for each route that meet with management sponsors to define, prioritize, and manage issues, and measure results. Participants are responsible for driving the messages through to the rest of their team. The teams are cross functional and, in the case of the *Coast Starlight*, the process is supported with consultants who will train us to roll out the processes more effectively across the business line.

Optimize the network by providing products and services focused on the target customer (S2)

- Research, develop, test and implement an additional class of service on a route to drive revenue improvement.

Continuously improve a culture of safety and security (S3)

- Last year the business line piloted a behavior based employee driven observation process to drive focus on and reduction of rules violations. In the pilot market we went from one violation every 13 days to one every 92 days after implementation. The business line is targeting a 40% plus reduction in violations in 2015 as it rolls out the program nationally.

Drive productivity and quality through process improvement (S4)

- Given the importance of operating loss reduction, most initiatives are focused on this objective. A major example is the initiative for “right sizing” train consists by operating the optimal number of cars. It seeks to maximize revenue and minimize expenses by aggressively adjusting capacity, staffing and fare structures to meet the market demand across seasons. This cross functional initiative includes stakeholders from Operations, Revenue Management, Mechanical, Food & Beverage, Market Research, Finance and the business line to assess opportunities for each route. The initial focus will be on the non-peak period on all Long Distance routes immediately following the Christmas holiday.
- The baggage policy enforcement initiative, aimed at capturing the estimated \$6 million in annual revenue we lose by not enforcing our current baggage policy, will focus our employees on understanding the policy and ensuring compliance. We will not be able to fully account for and track baggage policy compliance until the Operations Foundation program described in Strategic Objective T2 is implemented, but will prepare our staff and start to change behaviors this year.

**Long Distance Food and Beverage**

Amtrak has committed to eliminating the loss associated with providing Food & Beverage (F&B) services on board trains within the next five years. This loss is associated with Long Distance trains

due to the long duration of a typical long distance trip and the resulting food service requirements, and the PRIIA Section 209 cost sharing formula that requires States to fund F&B costs on State Supported trains. To achieve this goal, Amtrak is aggressively reviewing the service model to identify opportunities to reshape the business that address customer needs and the financial realities of providing such service. A thorough and intense review is underway that includes, but is not limited to, the following:

- Labor optimization – Align staffing with ridership and customer demand.
- On-board Logistics – Reduce spoilage; evaluate amenities offered; optimize on-board stock; and redefine and standardize service levels.
- Product Development and Supply Chain – Optimize product portfolio, menu development and supply chain activities.
- Training – Engage labor in revenue enhancement and cost control initiatives, and enforce loss prevention measures.
- Ticket Revenue – Align the perceived value of F&B services with revenue collected.
- Technology Enhancements and Policy Improvements – Continue implementation of point of sale system and evaluate ways to leverage new technology in decision support.
- Price Actions and Revenue Options – Continue to evaluate the menu prices and marketplace pricing. In addition, work with Finance to evaluate the feasibility of allocating a portion of ticket revenue attributable to F&B service to offset the cost of providing that service.
- Request for Information (RFI) – Pursue an RFI process to explore options for new ideas and business practices for delivery of F&B service.

#### Exhibit [2 – 5] – Five-Year Projected Operating Results, Food and Beverage

| (\$ in millions)                     | FY 2015         | FY 2016         | FY 2017         | FY 2018         | FY 2019        |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|
| <b>Revenues</b>                      |                 |                 |                 |                 |                |
| Cash Sales                           | \$71.1          | \$79.3          | \$77.7          | \$78.9          | \$80.2         |
| First Class Transfer                 | 60.5            | 61.4            | 72.2            | 82.8            | 93.9           |
| State Contribution to F&B            | 12.3            | 12.4            | 12.7            | 12.9            | 13.1           |
| <b>Total Revenue</b>                 | <b>\$143.9</b>  | <b>\$153.1</b>  | <b>\$162.6</b>  | <b>\$174.6</b>  | <b>\$187.2</b> |
| <b>Expenses</b>                      |                 |                 |                 |                 |                |
| OBS Labor & Support                  | \$117.5         | \$120.5         | \$115.6         | \$109.3         | \$103.0        |
| Commissary Provisions and Management | 86.3            | 85.8            | 85.3            | 84.7            | 84.2           |
| <b>Subtotal Expense</b>              | <b>\$203.8</b>  | <b>\$206.3</b>  | <b>\$200.9</b>  | <b>\$194.0</b>  | <b>\$187.2</b> |
| <b>Subtotal Contribution/(Loss)</b>  | <b>(\$59.9)</b> | <b>(\$53.2)</b> | <b>(\$38.3)</b> | <b>(\$19.4)</b> | <b>\$0.0</b>   |
| <b>Cost Recovery - Subtotal</b>      | <b>71%</b>      | <b>74%</b>      | <b>81%</b>      | <b>90%</b>      | <b>100%</b>    |

## Exhibit [2 – 6] – Five-Year F&amp;B Initiatives

\$ millions

FY 2015 FY 2016 FY 2017 FY 2018 FY 2019

**Labor Optimization**

Align the food and beverage service model with variations in ridership, customer demand, and financial performance for each route.

\$ 0.8 \$ - \$ - \$ - \$ -

Collaborate with Long Distance Route Directors to develop new service delivery model for City of New Orleans, Capitol Limited, and Texas Eagle.

- - - - -

Initiatives to be determined

- 2.7 - - -

**On-Board Service and Logistics**

Develop and implement new policies to reduce system wide spoilage.

0.4 - - - -

Evaluate cost/benefit of amenities on all long distance services and recommend common portfolio for all services.

1.7 - - - -

Optimize on-board stocking levels (PAR management).

0.2 - - - -

Allow employees to sell expiring goods at reduced prices at the end of the trip.

- - - - -

Increase awareness of support items expense and accountability.

0.7 - - - -

Define standardized service levels for dining car service and ensure delivery of same.

- - - - -

**Product Development and Supply Chain**

Optimize supply chain, increase national volume discounts (NVDs), and consolidate distributors.

0.3 - - - -

Optimize product portfolio to reduce stock keeping units (SKUs), increase cross utilization of products, gain efficiencies and speed of food production.

1.0 - - - -

Negotiate ARAMARK contract extension to reduce warehouse management costs.

0.6 - - - -

Develop concept and design plans to pilot vending service on select route(s).

- - - - -

**Training Rewards and Accountability**

Develop performance measures and metrics for assessing OBS sales performance in (CSPMI).

- - - - -

Implement and enforce loss prevention (LP) measures and improve accountability.

- - - - -

Engage the support of labor (ASWC) and Business Line Leadership to develop incentive programs to reward high sales performers.

- - - - -

**Ticket Revenue Allocation**

Ensure that the financial impact of complimentary items is considered when developing the price accommodations and that the corresponding revenue transfer is completed.

- 0.2 - - -

Implement policy to charge personal pass riders for dining car service when travelling on Auto Train.

0.6 - - - -

Pilot de-linking of sleeper and meal service.

- - - - -

Pilot pre-paid dining car service for coach class.

- 2.7 - - -

**Technology Enhancements and Process Improvements**

Develop food and beverage cost and revenue data by train, car, and departure day to reduce the reliance on allocated financial data to make tactical decisions.

- - - - -

Develop and implement a sales based accounting system that will reduce labor intensive manual inventory processes and focus OBS employees on sales and service.

- - - - -

Pilot cashless sales on select trains.

0.3 - - - -

Implement POS on all café/lounge services. (\*)

4.7 4.8 - - -

Additional allocation from ticket revenue

- - 10.0 20.0 30.6

Labor and Commissary reductions

- 2.5 15.0 27.5 40.0

| Total | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 |
|-------|---------|---------|---------|---------|---------|
|       | \$ 11.3 | \$ 12.9 | \$ 25.0 | \$ 47.5 | \$ 70.6 |

(\*) Includes \$1.25M of loss revenue avoidance.

The following tables show the five-year projected operating results and projected capital investment by program for the Long Distance business line.

## Exhibit [2 - 7] – Five-Year Projected Operating Results, Long Distance

| (\$s in Millions)  | Long Distance     |                   |                   |                   |                   |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
|  | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           |
| Ticket Revenue (Adjusted)  | \$ 502.6          | \$ 516.2          | \$ 528.4          | \$ 540.8          | \$ 551.7          |
| Food & Beverage  | 63.9              | 68.3              | 77.9              | 88.8              | 100.2             |
| State Supported Train Revenue                                      | -                 | -                 | -                 | -                 | -                 |
| <b>Subtotal Passenger Related Revenue</b>                          | <b>566.5</b>      | <b>584.5</b>      | <b>606.3</b>      | <b>629.5</b>      | <b>651.9</b>      |
| Other Core Revenue   | 41.0              | 40.3              | 42.2              | 44.4              | 45.6              |
| Ancillary Revenue  | 4.0               | 4.1               | 4.3               | 4.4               | 4.5               |
| <b>Total Revenue</b>   | <b>611.5</b>      | <b>629.0</b>      | <b>652.8</b>      | <b>678.3</b>      | <b>701.9</b>      |
| <b>Expenses that are Direct Responsibility of GM Long Distance</b> |                   |                   |                   |                   |                   |
| Salaries, Wages & Benefits   | 547.8             | 569.4             | 590.2             | 609.1             | 629.0             |
| Train Operations   | 19.7              | 19.7              | 19.7              | 19.7              | 19.7              |
| Fuel, Power & Utilities  | 111.7             | 105.9             | 108.1             | 108.5             | 108.9             |
| Materials  | 45.3              | 45.3              | 45.3              | 45.3              | 45.3              |
| Facility, Communication & Office                                   | 32.2              | 32.2              | 32.2              | 32.2              | 32.2              |
| Advertising and Sales  | 0.1               | 0.1               | 0.1               | 0.1               | 0.1               |
| Casualty and Other Claims  | 0.3               | 0.3               | 0.3               | 0.3               | 0.3               |
| Professional Fees & Data Processing                                | 1.4               | 1.4               | 1.4               | 1.4               | 1.4               |
| All Other Expense  | 0.2               | 0.3               | 0.3               | 0.3               | 0.3               |
| Transfer to Capital & Ancillary                                    | (1.1)             | (1.1)             | (1.1)             | (1.1)             | (1.1)             |
| <b>Total Expense Responsibility of GM Long Distance</b>            | <b>757.6</b>      | <b>773.4</b>      | <b>796.4</b>      | <b>815.8</b>      | <b>836.1</b>      |
| <b>Direct expenses Allocated to Business Lines:</b>                |                   |                   |                   |                   |                   |
| NEC Business Line  | (5.1)             | (5.2)             | (5.3)             | (5.3)             | (5.4)             |
| State Supported Business Line                                      | (184.6)           | (188.4)           | (193.5)           | (198.1)           | (203.0)           |
| Commuter Operations  | (0.0)             | (0.0)             | (0.0)             | (0.0)             | (0.0)             |
| Reimbursable   | (0.0)             | (0.0)             | (0.0)             | (0.0)             | (0.0)             |
| Commercial Development   | (1.8)             | (1.8)             | (1.8)             | (1.8)             | (1.8)             |
| Freight Access   | (0.0)             | (0.0)             | (0.0)             | (0.0)             | (0.0)             |
| Commuter Access  | (13.7)            | (13.9)            | (14.1)            | (14.2)            | (14.4)            |
| <b>Total allocated to Other Business Lines</b>                     | <b>(205.3)</b>    | <b>(209.4)</b>    | <b>(214.7)</b>    | <b>(219.6)</b>    | <b>(224.7)</b>    |
| <b>Direct Expenses Remaining with Long Distance</b>                | <b>\$ 552.3</b>   | <b>\$ 564.1</b>   | <b>\$ 581.7</b>   | <b>\$ 596.2</b>   | <b>\$ 611.4</b>   |
| <b>Gross Margin</b>  | <b>\$ 59.2</b>    | <b>\$ 64.9</b>    | <b>\$ 71.0</b>    | <b>\$ 82.1</b>    | <b>\$ 90.5</b>    |
| <b>Expenses allocated into Long Distance</b>                       |                   |                   |                   |                   |                   |
| GM: NEC  | 106.0             | 109.0             | 109.7             | 112.3             | 114.9             |
| GM State Supported   | 93.8              | 94.1              | 96.3              | 98.0              | 99.9              |
| Engineering  | 18.2              | 19.1              | 19.8              | 20.5              | 21.3              |
| Mechanical   | 36.0              | 25.6              | 27.0              | 29.1              | 31.1              |
| Customer Service   | 60.0              | 61.9              | 61.8              | 61.8              | 61.7              |
| System Operations  | 9.9               | 10.4              | 10.8              | 11.2              | 11.6              |
| Transportation   | 57.4              | 57.9              | 58.4              | 58.8              | 59.3              |
| Safety   | 6.4               | 6.6               | 6.7               | 6.9               | 7.1               |
| Business Operations  | 3.2               | 4.1               | 5.0               | 5.3               | 3.4               |
| Ops Research & Planning  | 7.3               | 7.4               | 7.5               | 7.5               | 7.6               |
| All Other Operations   | 0.8               | 0.8               | 0.9               | 0.9               | 0.9               |
| <b>Total from Operations</b>                                       | <b>399.2</b>      | <b>397.0</b>      | <b>403.9</b>      | <b>412.3</b>      | <b>418.8</b>      |
| Train Fuel & Electric Propulsion Power                             | 3.8               | 3.9               | 3.9               | 3.9               | 4.0               |
| Treasury Expense (CC Fees, Insurance, etc.)                        | 33.6              | 41.5              | 41.8              | 42.1              | 42.4              |
| IT   | 77.1              | 81.0              | 84.9              | 88.8              | 92.9              |
| Marketing & Sales  | 59.4              | 61.4              | 63.4              | 66.5              | 69.4              |
| Finance  | 37.6              | 38.9              | 40.4              | 41.7              | 43.0              |
| Amtrak Police Department   | 16.3              | 17.1              | 17.6              | 18.2              | 18.7              |
| General Counsel  | 22.5              | 22.9              | 23.3              | 23.7              | 24.0              |
| Human Capital  | 22.4              | 23.1              | 23.8              | 24.6              | 25.3              |
| EM&CS  | 4.0               | 4.1               | 4.2               | 4.3               | 4.4               |
| All Other Corporate  | 11.7              | 13.0              | 11.3              | 14.8              | 13.7              |
| <b>Total from Corporate</b>  | <b>288.5</b>      | <b>307.0</b>      | <b>314.7</b>      | <b>328.6</b>      | <b>338.0</b>      |
| <b>Total Expenses allocated into Long Distance</b>                 | <b>\$ 687.6</b>   | <b>\$ 704.0</b>   | <b>\$ 718.6</b>   | <b>\$ 741.0</b>   | <b>\$ 756.8</b>   |
| <b>Total Operating Expense</b>                                     | <b>1,239.9</b>    | <b>1,268.2</b>    | <b>1,300.3</b>    | <b>1,337.2</b>    | <b>1,368.2</b>    |
| <b>Adjusted Operating Profit/(Loss)</b>                            | <b>\$ (628.4)</b> | <b>\$ (639.2)</b> | <b>\$ (647.6)</b> | <b>\$ (658.9)</b> | <b>\$ (666.3)</b> |

### Exhibit [2 – 8] – Five-Year Projected Capital Investment, Long Distance

| (\$s in Millions)                               | Long Distance  |                |                |                |                | 5 Year Total     |
|---|----------------|----------------|----------------|----------------|----------------|------------------|
|   | FY 2015        | FY 2016        | FY 2017        | FY 2018        | FY 2019        |                  |
| SOG Base  | 14.8           | 18.8           | 21.9           | 24.4           | 23.9           | 103.8            |
| Major Projects                                  | 1.9            | 16.2           | 15.8           | 23.2           | 18.0           | 75.1             |
| Safety / Mandates                               | 2.8            | 0.9            | 0.4            | 0.4            | 0.4            | 5.0              |
| Support Equipment and Vehicles                  | 0.9            | 1.3            | 1.4            | 1.3            | 1.4            | 6.2              |
| Improvements                                    | 0.7            | 3.2            | 4.3            | 7.0            | 15.0           | 30.1             |
| Amtrak Support                                  | 0.2            | 0.2            | -              | -              | -              | 0.3              |
| <b>Infrastructure Renewal</b>                   | <b>21.2</b>    | <b>40.5</b>    | <b>43.7</b>    | <b>56.4</b>    | <b>58.8</b>    | <b>220.5</b>     |
| SOG Base  | 6.5            | 6.9            | 7.7            | 8.1            | 7.9            | 37.1             |
| Major Projects                                  | 0.1            | 0.2            | 9.5            | 9.5            | 4.5            | 23.6             |
| Safety / Mandates                               | 0.0            | 0.0            | -              | -              | -              | 0.0              |
| Improvements                                    | 4.5            | 30.0           | 34.7           | 36.4           | 29.9           | 135.5            |
| Amtrak Support                                  | -              | 0.1            | 0.3            | -              | -              | 0.5              |
| NEC Master Planning                             | 1.2            | 2.5            | 5.4            | 7.4            | 16.6           | 33.1             |
| Support Equipment and Vehicles                  | -              | 0.1            | 0.1            | 0.1            | 0.1            | 0.4              |
| <b>Stations and Facilities</b>                  | <b>12.3</b>    | <b>39.8</b>    | <b>57.6</b>    | <b>61.5</b>    | <b>59.0</b>    | <b>230.2</b>     |
| Amfleet Programs                                | 17.8           | 22.6           | 21.1           | 22.0           | 17.0           | 100.7            |
| Acela Programs                                  | -              | -              | -              | -              | -              | -                |
| Superliners                                     | 52.8           | 53.8           | 56.6           | 63.7           | 66.1           | 292.9            |
| Locomotives                                     | 19.3           | 21.7           | 21.1           | 16.3           | 16.0           | 94.4             |
| Horizon/Surfliner Programs                      | 0.1            | 0.1            | 0.1            | 0.1            | 0.1            | 0.3              |
| Viewliner Programs                              | 7.5            | 8.8            | 9.0            | 8.6            | 8.8            | 42.8             |
| General Safety & Reliability                    | 0.1            | 2.3            | 2.9            | 2.7            | 1.2            | 9.1              |
| Mandatory Projects                              | 0.1            | 1.2            | 1.2            | 1.2            | 1.2            | 4.7              |
| Heritage Programs                               | -              | -              | -              | -              | -              | -                |
| Talgo Programs                                  | -              | -              | -              | -              | -              | -                |
| Wrecks  | 0.5            | 1.2            | 1.2            | 1.2            | 1.2            | 5.1              |
| <b>Fleet Overhauls</b>                          | <b>98.1</b>    | <b>111.5</b>   | <b>113.1</b>   | <b>115.7</b>   | <b>111.5</b>   | <b>550.0</b>     |
| Software  | 0.4            | 9.4            | 8.5            | 9.6            | 10.0           | 38.0             |
| Operations Foundation                           | 9.9            | 12.9           | 10.3           | 12.5           | 4.4            | 50.0             |
| Hardware  | 0.8            | 9.5            | 7.8            | 1.2            | 1.9            | 21.1             |
| Back Office Support                             | 0.1            | 0.1            | 0.1            | 0.1            | 0.1            | 0.5              |
| <b>Technology Systems</b>                       | <b>11.3</b>    | <b>31.8</b>    | <b>26.7</b>    | <b>23.4</b>    | <b>16.4</b>    | <b>109.5</b>     |
| Special Programs                                | 0.9            | 2.8            | 6.0            | 5.0            | 3.1            | 17.8             |
| <b>Gateway Program</b>                          | <b>0.9</b>     | <b>2.8</b>     | <b>6.0</b>     | <b>5.0</b>     | <b>3.1</b>     | <b>17.8</b>      |
| Safety / Mandates                               | 1.1            | 1.7            | 1.6            | 1.7            | 1.2            | 7.3              |
| <b>Environmental Remediation</b>                | <b>1.1</b>     | <b>1.7</b>     | <b>1.6</b>     | <b>1.7</b>     | <b>1.2</b>     | <b>7.3</b>       |
| Special Programs                                | 54.6           | 95.9           | 35.1           | -              | -              | 185.7            |
| Amtrak Support                                  | -              | -              | -              | -              | -              | -                |
| <b>Rolling Stock Acquisition</b>                | <b>54.6</b>    | <b>95.9</b>    | <b>35.1</b>    | <b>-</b>       | <b>-</b>       | <b>185.7</b>     |
| ADA Stations                                    | 1.2            | 1.4            | 1.4            | 1.4            | 1.4            | 6.9              |
| Safety / Mandates                               | 0.2            | 1.4            | 1.4            | 1.4            | 1.4            | 5.7              |
| <b>ADA Compliance</b>                           | <b>1.4</b>     | <b>2.8</b>     | <b>2.8</b>     | <b>2.8</b>     | <b>2.8</b>     | <b>12.6</b>      |
| Future Capital Allocations                      | 9.3            | -              | -              | -              | -              | 9.3              |
| Hold Back for Operating                         | -              | -              | -              | -              | -              | -                |
| <b>Capital Reserve</b>                          | <b>9.3</b>     | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>9.3</b>       |
| <b>General Capital Long Distance</b>            | <b>210.2</b>   | <b>326.8</b>   | <b>286.7</b>   | <b>266.4</b>   | <b>252.8</b>   | <b>1,343.0</b>   |
| Department of Homeland Security                 | 0.5            | 0.4            | 0.5            | 0.5            | 0.5            | 2.4              |
| Hudson Yards Concrete Encasement Grant          | 0.7            | -              | -              | -              | -              | 0.7              |
| NY-NJ High Speed Rail Grant                     | 6.1            | 4.3            | 1.9            | -              | -              | 12.3             |
| Sandy Capital Relief Appropriation              | 1.2            | 0.8            | 0.6            | 0.0            | 0.0            | 2.6              |
| State, Local, and Other Funds                   | 15.5           | 26.7           | 35.2           | 32.3           | 61.5           | 171.2            |
| <b>Total Capital Long Distance</b>              | <b>\$234.3</b> | <b>\$359.0</b> | <b>\$324.8</b> | <b>\$299.3</b> | <b>\$314.8</b> | <b>\$1,532.2</b> |
| <b>[a] Fund Sources for these Programs are:</b> |                |                |                |                |                |                  |
| General Capital                                 | 210.2          | 325.8          | 285.1          | 264.0          | 250.3          | 1,335.4          |
| NEC Operating Profits                           | -              | 1.0            | 1.6            | 2.4            | 2.6            | 7.6              |
| <b>General Capital / NEC Operating Profits</b>  | <b>\$210.2</b> | <b>\$326.8</b> | <b>\$286.7</b> | <b>\$266.4</b> | <b>\$252.8</b> | <b>\$1,343.0</b> |

## INFRASTRUCTURE AND CORPORATE DEVELOPMENT

Presently in the transition process, Infrastructure and Corporate Development will unite the Real Estate department with the existing Northeast Corridor Investment and Improvement (NEC-IID) business line for a unified approach to maximizing the value of Amtrak's infrastructure, assets and facilities nation-wide. The preliminary mission of this newly-forming business line is to plan, manage, and develop Amtrak assets to gain strategic and financial value for the corporation.

### Amtrak Vision for the Northeast Corridor

The 457-mile Northeast Corridor, stretching from Washington, DC to Boston and serving Amtrak, commuter and freight trains, traverses eight states and the District of Columbia. Carrying over 2,200 daily trains, the Northeast Corridor is among the nation's most congested rail corridors and one of the highest volume rail corridors in the world. Service reliability, on-time performance, and opportunities for expansion have been negatively impacted by aged assets and a lack of capacity along key stretches, especially where Amtrak's operations overlap with the most intensive commuter and freight traffic.

To address these challenges, Amtrak has been building a new vision for the Northeast Corridor over the past several years, and has been advancing it on multiple fronts. Major progress has been made in advancing a new equipment order for high-speed trainsets to be introduced in 2019; developing the Gateway Program and other capacity enhancing projects on the Corridor; and station precinct planning. Amtrak has also launched a major study, the Terminal Development Initiative, as a first step in analyzing and determining alternatives for improving the performance of Amtrak's NEC and nationwide assets in order to support and drive core business and to provide meaningful sources of new revenue and private equity.

In May 2010, Amtrak released the *Northeast Corridor Infrastructure Master Plan (NEC Master Plan)*. The plan resulted from a precedent-setting regional collaboration among the twelve Northeast States and District of Columbia, Amtrak, the Federal Railroad Administration (FRA), and eight commuter and six freight railroads. The development of the NEC Master Plan led to a collective realization that NEC travel capacity requirements by 2030 and beyond likely could not be met by improvements to the existing corridor alone. As a result, in September 2010, Amtrak released *A Vision for High-Speed Rail in the Northeast Corridor*, which presented the bold concept of a new 423-mile dedicated two-track high-speed rail (HSR) alignment from Washington, DC to Boston to increase corridor capacity, improve service reliability and reduce travel times for all rail users.

In July 2012 Amtrak integrated the two 2010 plans into a single service and investment program called the NEC Capital Investment Program. This update, summarized in *The Amtrak Vision for the Northeast Corridor: 2012 Update Report (2012 Update Report)*, describes the current stage of conceptual development and planning for the future of the NEC rail network. It details actions taken by Amtrak and other stakeholders since the release of the two major NEC planning reports in 2010, and also highlights the key findings of Amtrak's NEC business and financial plan. The proposed NEC Capital Investment strategy outlined in the report consists of two parts:

- NEC Upgrade Program (NEC-UP) – projects proposed to be completed between 2015 and 2030 that will achieve a state of good repair on the Corridor, upgrade capacity-constrained segments, and allow for a top speed of 160 mph for HSR on selected segments
- NEC Next Generation High-Speed Rail – projects to be completed between 2025 and 2040 that utilize both new and existing alignments, built upon the foundation of the NEC-Upgrade Program, that allow for a top speed of 220 mph

The NEC Capital Investment strategy called for a \$151 billion investment (in constant 2011 dollars) in a cohesive service and investment program over the coming decades to improve and expand the NEC. It affirmed Amtrak's approach to implementing critically needed near-term NEC Master Plan projects while advancing the long-term development of a Next Generation (NextGen) HSR network. Amtrak received feedback from States, commuter rail agencies and other NEC users and stakeholders, and in response and collaboration, made several revisions to its NEC plans that were included in the 2012 Update Report.

The 2012 Update Report has provided input to the now ongoing NEC environmental analysis and planning process led by the FRA, known as NEC Future, which is developing a new long-term service plan and related environmental analysis to guide an NEC investment plan for the next 30 years. NEC Future is a critical step in defining and realizing future improvements to the NEC, and will provide necessary information to support future FRA investment decisions. It is made up of two components: a Service Development Plan that articulates the overall scope and approach for future intercity passenger rail service along the NEC, and a National Environmental Policy Act (NEPA) Tier I Programmatic Environmental Impact Assessment that addresses the broad environmental impacts for the entire Corridor along the route of proposed service. The NEC Future process is expected to complete a Final Environmental Impact Statement (FEIS) and Service Development Plan in 2016.

The 2012 Update Report also discussed key findings from Amtrak's *NEC Business and Financial Plan (B&F Plan)* which considered options for how to potentially fund and finance Amtrak's integrated vision for the NEC. To advance the Program, the B&F Plan concluded that Amtrak should pursue a phased approach and strategically advance specific elements, such as the Gateway Program, that would have the most significant impacts on improved reliability, increased capacity and reduced trip-time as quickly as funding allows, while deferring remaining elements to subsequent phases. This approach will help Amtrak achieve earlier successes that strengthen revenue and financial performance and create additional capital funding to support other program elements.

The B&F Plan also pointed to enhanced cost sharing among NEC users to support state of good repair and other improvement projects to the existing corridor that provide the greatest benefits to their services. Such cost sharing will materialize in FY16 with the implementation of the cost allocation methodology developed by the NEC Commission and adopted at the end of the 2014 calendar year pursuant to the requirements in Section 212 of PRIIA. Section 212 calls for a standardized formula for determining and allocating costs for the commuter and intercity use of Northeast Corridor shared-use infrastructure and assets, and for ending cross-subsidization between commuter and intercity services on the NEC, as described in more detail below. Subject to



its successful implementation through bilateral agreements, the new cost allocation methodology will result in a net increase in capital funding of approximately \$100 million annually to Amtrak for investments in the NEC that benefit both Amtrak and commuter services.

Another area where Amtrak is pursuing new revenues is with the Terminal Development Initiative, which aims to improve the performance of five major stations in the Amtrak network in order to support and drive core business and to provide meaningful sources of new revenue and private equity. Launched in early FY15, this initiative will include a comprehensive set of recommended strategies for maximizing asset value. The five major stations are Washington Union Station, Baltimore Penn Station, Philadelphia 30th Street Station, New York Penn Station and Chicago Union Station. Subsequent phases of the project will develop a plan for improving the performance of Amtrak's other major assets, and execute the strategies recommended by the plans.

### Gateway Program

At the heart of Amtrak's efforts to upgrade the existing infrastructure on the NEC is the Gateway Program, a comprehensive program designed to preserve and improve current services and create new track, tunnel, bridge, and station capacity that will allow the doubling in the number of passenger trains crossing under the Hudson River and a 38% increase in capacity at Penn Station, New York, the nation's busiest train station. The program will eventually create four mainline tracks between Newark, NJ, and Penn Station, New York, including a new, two-track Hudson River tunnel, and replace the Portal Bridge with twin two-track, high-level fixed rail bridges. The program also includes updates to, and modernization of, existing infrastructure, such as the electrical system that supplies power to the 450 daily trains using this segment of the Northeast Corridor. Finally, the program focuses on expanding Penn Station through new tracks, platforms and concourses to accommodate the growth in train services made possible by the other aspects of the program. The focus on Penn Station is critical, as it serves as the center of the Northeast Corridor and its capacity and performance determines the overall capacity and performance of the entire corridor.

In addition to the long-term benefits of additional capacity and improved performance, the Gateway Program improvements are necessary to shift traffic from the existing, century-old Hudson River tunnel in order to rebuild and replace its damaged components, following seawater incursion during Super Storm Sandy. In October 2014, Amtrak released the results of an expert consultant engineering study that assessed the condition of the existing Hudson and East River tunnels. It recommended that the Hudson Tunnel and two tubes of the East River Tunnels be taken out of service, one tube at a time, to completely rebuild interior components damaged by the seawater that penetrated the tunnel's bench walls, supporting electrical systems, and track ballast. To avoid profound disruption to Amtrak and NJ Transit services operating through the Hudson River tunnel, the first major element of the Gateway Program to proceed will be the Gateway Tunnel Resiliency Project to build a new, two-track Hudson River tunnel and ancillary track improvements to allow for the shifting of all existing rail traffic out of the old tunnel so it can be repaired over the course of several years. In FY15 Amtrak, with anticipated involvement and support from other regional partners, will begin planning and engineering work for the new tunnel and develop the request for proposals for a consultant team to lead the NEPA process.

The major elements of the Gateway Program include the following:

- New Hudson River Tunnel: A new, trans-Hudson River rail tunnel from the Bergen Palisades in New Jersey to Manhattan will directly serve an expanded Penn Station. The new tunnel will, initially, allow the existing Hudson River tunnel system to be taken out of service for extensive repairs. Once the existing tunnel is repaired, the addition of a new tunnel in concert with the expansion of concourses at Penn Station and track improvement in New Jersey will increase Penn Station capacity for commuter and intercity rail operations including New Jersey Transit (NJT) and Amtrak.
- Expanded Moynihan/Penn Station, New York: An expansion of existing Penn Station New York tracks and platforms, and the creation of new “Penn South” concourses with direct connections to the future Moynihan Station, will support the long-term growth of commuter and intercity passenger rail service at both Penn Station and the historic Farley Post Office Building, which is being transformed into the new Moynihan Station by the Moynihan Station Development Corporation. The expanded Moynihan/Penn Station complex creates a station “campus” unrivaled by any other passenger rail investment in the nation that consolidates Amtrak operations on Manhattan’s West Side and the high level of service and connectivity required for the growth of Amtrak’s *Acela Express* and future NextGen high-speed rail services.
- New Portal Bridges: Two new high-level, fixed bridges, known as Portal Bridge North and South, will replace the 100-year-old moveable Portal Bridge over the Hackensack River between Kearny and Secaucus, New Jersey, doubling corridor capacity. Final design and federal environmental review for the North Bridge, the first to be constructed, has been completed. The new bridge is estimated to cost \$940 million over a 5-year construction period, and will proceed with the cooperation of NJT and Amtrak as soon as funding can be secured.
- Newark-to-Secaucus Improvements: The existing NEC will be greatly improved between Newark and Secaucus, New Jersey. The mainline will be expanded from two to four tracks between Newark and the Bergen Palisades tunnel portals. Better connections will be built to link the NEC with existing NJT rail services, as well as new direct connections to NJT’s Main, Bergen, Pascack Valley and Metro-North Port Jervis Lines. Various bridges will also be upgraded or replaced.
- Reconstruction of Existing Hudson River Tunnel: The existing Hudson River tunnel, completed in 1910 by the Pennsylvania Railroad, will be rebuilt and modernized once the new Hudson River tunnel is built and can accept current rail traffic. The century-old tunnel will be upgraded to meet 21st-century standards for track infrastructure (direct track fixation), operations, fire and life safety, and resilience to natural and man-made disasters.

Over the last two years, Amtrak has made substantial progress in raising public awareness about the need for the critical infrastructure improvements that comprise Gateway, and in taking decisive

actions to protect the Gateway alignment through Manhattan. Yet there is more work to be done to scale up the Gateway “organization” in order to deliver on its major program components. This includes developing approaches to program management and delivery, formalizing a partnership with the co-beneficiaries of the Gateway Program, including NJT and MTA/Long Island Rail Road, and staffing up internally at Amtrak. These are key areas of focus in the next one to two years.

Amtrak also successfully protected the Gateway tunnel alignment from encroachment at Hudson Yards. Out of necessity, Amtrak began construction at the end of FY13 on the first phase of the Hudson Yards Right-of-Way Preservation project to secure the future alignment of the Gateway tunnel through Hudson Yards, where a major, mixed-use office and residential project of 13 million square feet is being erected by Related Companies and Oxford Properties Group. The first 825 feet of the concrete casing to protect the Gateway right-of-way – between 10th and 11th Avenues – has been completed, and Amtrak has moved on to preserve the next 105 feet under the 11th Avenue viaduct. This work was supported in part by funding made available in the Disaster Relief Appropriations Act of 2013 in response to Super Storm Sandy.

In FY14, Amtrak began a system level design planning contract with its consultants that produced a 100-day report with critical details on the phasing and feasibility of major Gateway elements. Major additional areas of strategic focus in the next five years are described below.

#### **Summary of Long-Term Gateway Strategic Areas of Focus**

| 1 Year   | 3 Years  | 5 Years   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Program Development:               <ul style="list-style-type: none"> <li>– Funding and Finance Plan</li> <li>– Organizational Approach/ Program Delivery</li> <li>– Develop program partnership with states, NJT and MTA</li> <li>– NY-NJ Property Strategy</li> </ul> </li> <li>• System Level Design:               <ul style="list-style-type: none"> <li>– Concept design of Penn South/Block 780 Secaucus Station and Bergen Loops</li> </ul> </li> <li>• Environmental:               <ul style="list-style-type: none"> <li>– Finalize NEPA approach and select NEPA and design contractors for Tunnel Resiliency Project.</li> <li>– Harrison 4th Track P.E. and NEPA</li> </ul> </li> <li>• Construction:               <ul style="list-style-type: none"> <li>– Hudson Yards Concrete Casing – Phase 1 and the 11th Avenue Extension.</li> <li>– Penn South Alignment</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Program Development:               <ul style="list-style-type: none"> <li>– Complete funding and finance plan</li> <li>– NY Penn Station Precinct Plan</li> </ul> </li> <li>• Design:               <ul style="list-style-type: none"> <li>– “I Ladder” Extension</li> <li>– Gateway Tunnel Resiliency Project final design</li> <li>– Portal Bridge South</li> </ul> </li> <li>• Environmental: Perform P.E. and NEPA (Tier II) for:               <ul style="list-style-type: none"> <li>– Gateway Tunnel Resiliency Project</li> <li>– Penn South Expansion</li> <li>– “Saw Tooth” Bridges</li> <li>– NJ Track Improvements</li> </ul> </li> <li>• Construction:               <ul style="list-style-type: none"> <li>– Continue construction of Hudson Yards extensions</li> <li>– Penn South Alignment Protection</li> <li>– Continue Portal Bridge North</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Program Development               <ul style="list-style-type: none"> <li>– Secure remaining funding/ funding streams</li> </ul> </li> <li>• Design               <ul style="list-style-type: none"> <li>– Complete design of remaining Gateway program elements</li> </ul> </li> <li>• Environmental               <ul style="list-style-type: none"> <li>– Gateway Program Tier II NEPA</li> </ul> </li> <li>• Construction               <ul style="list-style-type: none"> <li>– Continue construction of Hudson Yards Phase 2</li> <li>– Begin construction of Tunnel Resiliency Project</li> <li>– Penn South Alignment Protection/ Acquisition</li> <li>– Complete Portal Bridge North</li> <li>– Saw Tooth Bridges</li> </ul> </li> </ul> |

|   |                      |  |
|---|----------------------|--|
| Protection<br>– Begin Portal Bridge North | – Harrison 4th Track |  |
|---|----------------------|--|

### **PRIIA Section 212 Implementation**

As discussed previously, Section 212 of PRIIA required the establishment of a Northeast Corridor Infrastructure and Operations Advisory Commission (NEC Commission), with membership comprised of representatives of US DOT, Amtrak, Northeastern states and commuter agencies. Among other things, the NEC Commission was charged with developing a standardized formula for determining and allocating operating and capital costs between intercity and commuter use of shared NEC infrastructure. Section 212 requires that the NEC Commission's formula ensure that there is no cross-subsidization of commuter, intercity or freight rail transportation, and that each service is assigned the costs incurred only for the benefit of that service and a proportionate share, based upon factors that reasonably reflect relative use, of cost incurred for the common benefit of more than one service.

The NEC Commission adopted an interim cost-sharing formula in December, 2014. Implementation of this new allocation methodology in FY16 should result in additional commuter investments in Amtrak's NEC infrastructure that will supplement Amtrak's own capital funding, and usher in a new cooperative planning and coordination regime across the full NEC network.

### **NEC Commission Five-Year NEC Capital Plan**

The members of the NEC Commission are collaborating in the development of a comprehensive, network-wide, Five-Year Northeast Corridor Capital Plan for the period beginning with FY16. The purpose of the Plan is to integrate service and infrastructure planning across the entire corridor so that all of the planned capital improvements for NEC assets, regardless of ownership or project sponsor, can be understood and coordinated across the network. Such visibility and coordination will permit necessary resource, track outage and procurement planning and prioritization, as well as improved project delivery and efficiency. Additionally, the Plan provides a collaborative process for programming the shared-use investments that will be subject to cost allocation under the Section 212 methodology. With greater user financial participation in the capital costs of shared-use NEC infrastructure occurring in FY16 under the Section 212 process, enhanced collaboration and planning processes must be deployed to ensure appropriate transparency and participation among all NEC users and owners.

Thus, Amtrak's own NEC infrastructure capital plan will both inform and be derived from this new NEC Commission Five-Year Capital Plan, detailing the programs of investment in both the shared-use and sole-use territories utilized by Amtrak in the NEC. The capital investment levels for NEC infrastructure in this document are predicated on current draft versions of the NEC Commission Plan for the FY16-FY20 periods, and will be updated to reflect the final Plan which is expected in March 2015. The Commission's Plan will capture the effect of the planned FY16 implementation of

the new cost allocation methodology, including the anticipated payments from NEC commuter authorities for their respective shares of the allocated operating and capital costs of the shared-use NEC infrastructure operated by Amtrak. The Plan also reflects Amtrak's required payments to other NEC infrastructure owners for Amtrak's use of such infrastructure, and Amtrak's own required investments in its infrastructure pursuant to the cost allocation methodology.

Amtrak supports the NEC Commission's recommendation that a new Federal investment program be established and funded for shared-use NEC infrastructure, consisting of the following two elements:

- An 80-20 matching program for shared-use NEC infrastructure. These matching funds are needed to cover the proposed 80% Federal share of the major state of good repair backlog and improvement investments which Amtrak expects the NEC Commission will include in its 5-Year NEC Infrastructure Capital Plan for FY16-FY20. Under this proposal, Amtrak and the NEC commuter authorities would match this new Federal investment by providing 20% of the program costs from other sources, split between the beneficiaries in accordance with the cost allocation methodology.
- A transition assistance program for the first three years of implementation of the new cost allocation methodology (FY16-FY18) to help offset some of the increasing level of investment in the NEC's basic infrastructure by NEC commuter authorities and to ensure a fully-funded program of the basic infrastructure investments necessary to meet normalized replacement levels and help maintain current conditions on the NEC.

The proposed Federal investment program would apply not just to the portion of the NEC controlled by Amtrak, but would include all portions of the NEC, including stations and infrastructure, owned by states or commuter authorities. For that reason, it is anticipated that the proposed program would be administered differently from Amtrak's typical General Capital request, and Federal funds would probably be appropriated and dispersed to NEC entities through the Federal Railroad Administration (FRA) and Federal Transit Administration (FTA). Regardless of whether the money is provided through Amtrak or the Department of Transportation, there is an urgent need for Federal funds to be identified and appropriated for this important purpose.

## Exhibit [2 – 9] – Five-Year Projected Operating Results, Infrastructure and Corporate Development

| (\$s in Millions)   | Infrastructure & Corporate Development |                |                |                |                |
|---|--|----------------|----------------|----------------|----------------|
|   | FY 2015                                | FY 2016        | FY 2017        | FY 2018        | FY 2019        |
| Ticket Revenue (Adjusted)   | -                                      | -              | -              | -              | -              |
| Food & Beverage   | -                                      | -              | -              | -              | -              |
| State Supported Train Revenue   | -                                      | -              | -              | -              | -              |
| <b>Subtotal Passenger Related Revenue</b>                                 | -                                      | -              | -              | -              | -              |
| Other Core Revenue  | 1.6                                    | 2.6            | 1.7            | 1.7            | 1.8            |
| Ancillary Revenue   | 87.2                                   | 88.9           | 90.9           | 92.9           | 95.0           |
| <b>Total Revenue</b>  | <b>88.8</b>                            | <b>91.5</b>    | <b>92.6</b>    | <b>94.7</b>    | <b>96.8</b>    |
| <b>Expenses that are Direct Responsibility of the GM</b>                  |  |                |                |                |                |
| Salaries, Wages & Benefits  | -                                      | -              | -              | -              | -              |
| Train Operations  | -                                      | -              | -              | -              | -              |
| Fuel, Power & Utilities   | -                                      | -              | -              | -              | -              |
| Materials   | -                                      | -              | -              | -              | -              |
| Facility, Communication & Office  | -                                      | -              | -              | -              | -              |
| All Other Expense   | -                                      | -              | -              | -              | -              |
| <b>Total Expense Responsibility of the GM</b>                             | -                                      | -              | -              | -              | -              |
| <b>Total allocated to Other Business Lines</b>                            | -                                      | -              | -              | -              | -              |
| <b>Direct Expenses Remaining with BL</b>                                  | <b>\$ -</b>                            | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    | <b>\$ -</b>    |
| <b>Expenses allocated into Infrastructure &amp; Corporate Development</b> |  |                |                |                |                |
| <b>Total from Operations</b>  | <b>15.4</b>                            | <b>16.1</b>    | <b>16.5</b>    | <b>16.9</b>    | <b>17.2</b>    |
| Train Fuel & Electric Propulsion Power                                    | -                                      | -              | -              | -              | -              |
| Credit Card Fees  | 0.3                                    | 0.1            | 0.1            | 0.1            | 0.1            |
| All Other Corporate   | (3.9)                                  | (1.6)          | 0.2            | 2.0            | 1.1            |
| <b>Total from Corporate</b>   | <b>(3.6)</b>                           | <b>(1.6)</b>   | <b>0.2</b>     | <b>2.1</b>     | <b>1.2</b>     |
| <b>Total Expenses allocated into Infrastructure &amp; Corp. Dev.</b>      | <b>\$ 11.9</b>                         | <b>\$ 14.6</b> | <b>\$ 16.7</b> | <b>\$ 19.0</b> | <b>\$ 18.4</b> |
| <b>Total Operating Expense</b>  | <b>11.9</b>                            | <b>14.6</b>    | <b>16.7</b>    | <b>19.0</b>    | <b>18.4</b>    |
| <b>Adjusted Operating Loss</b>  | <b>\$ 76.9</b>                         | <b>\$ 76.9</b> | <b>\$ 75.9</b> | <b>\$ 75.7</b> | <b>\$ 78.4</b> |

### Exhibit [2 – 10] – Five-Year Projected Capital Investment, Infrastructure and Corporate Development

| (\$s in Millions)   | Infrastructure & Corporate Development |               |               |               |               | 5 Year Total   |
|---|--|---------------|---------------|---------------|---------------|----------------|
|   | FY 2015                                | FY 2016       | FY 2017       | FY 2018       | FY 2019       |                |
| SOGI Base   | 1.5                                    | -             | -             | -             | -             | 1.5            |
| Major Projects  | -                                      | -             | -             | -             | -             | -              |
| Safety / Mandates   | -                                      | -             | -             | -             | -             | -              |
| Improvements  | 22.2                                   | 4.0           | -             | -             | -             | 26.2           |
| Amtrak Support  | -                                      | -             | -             | -             | -             | -              |
| NEC Master Planning   | -                                      | -             | -             | -             | -             | -              |
| Support Equipment and Vehicles                                  | -                                      | -             | -             | -             | -             | -              |
| <b>Stations and Facilities</b>                                  | <b>23.6</b>                            | <b>4.0</b>    | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>27.6</b>    |
| Software  | 35.1                                   | 28.3          | 29.5          | 30.7          | 32.0          | 155.6          |
| Operations Foundation   | -                                      | -             | -             | -             | -             | -              |
| Hardware  | 1.7                                    | -             | -             | -             | -             | 1.7            |
| Back Office Support   | 0.2                                    | -             | -             | -             | -             | 0.2            |
| <b>Technology Systems</b>                                       | <b>37.0</b>                            | <b>28.3</b>   | <b>29.5</b>   | <b>30.7</b>   | <b>32.0</b>   | <b>157.6</b>   |
| ADA Stations  | -                                      | -             | -             | -             | -             | -              |
| Safety / Mandates   | 6.0                                    | -             | -             | -             | -             | 6.0            |
| <b>ADA Compliance</b>   | <b>6.0</b>                             | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>-</b>      | <b>6.0</b>     |
| Future Capital Allocations                                      | -                                      | -             | -             | -             | -             | -              |
| Hold Back for Operating   | 11.0                                   | 50.0          | 50.0          | 50.0          | 50.0          | 211.0          |
| <b>Capital Reserve</b>  | <b>11.0</b>                            | <b>50.0</b>   | <b>50.0</b>   | <b>50.0</b>   | <b>50.0</b>   | <b>211.0</b>   |
| <b>General Capital / Amtrak Operating Profits - Corp Dev[a]</b> | <b>77.7</b>                            | <b>82.3</b>   | <b>79.5</b>   | <b>80.7</b>   | <b>82.0</b>   | <b>402.2</b>   |
| Department of Homeland Security                                 | -                                      | -             | -             | -             | -             | -              |
| Hudson Yards Concrete Encasement Grant                          | -                                      | -             | -             | -             | -             | -              |
| NY-NJ High Speed Rail Grant                                     | -                                      | -             | -             | -             | -             | -              |
| Sandy Capital Relief Appropriation                              | -                                      | -             | -             | -             | -             | -              |
| State, Local, and Other Funds                                   | 2.4                                    | -             | -             | -             | -             | 2.4            |
| <b>Total Capital Infrastructure &amp; Corporate Development</b> | <b>\$80.0</b>                          | <b>\$82.3</b> | <b>\$79.5</b> | <b>\$80.7</b> | <b>\$82.0</b> | <b>\$404.6</b> |

|  |                |                |                |                |                |                     |
|--|----------------|----------------|----------------|----------------|----------------|---------------------|
| <b>[a] Fund Sources for these Programs are:</b>                          | <b>FY 2015</b> | <b>FY 2016</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>FY 2019</b> | <b>5 Year Total</b> |
| General Capital  | 80.0           | 5.4            | 3.6            | 5.0            | 3.6            | 97.6                |
| Infrastructure & Corporate Development Operating Profits                 | -              | 76.9           | 75.9           | 75.7           | 78.4           | 307.0               |
| <b>General Capital / Infrastructure &amp; Corp Dev Operating Profits</b> | <b>\$80.0</b>  | <b>\$82.3</b>  | <b>\$79.5</b>  | <b>\$80.7</b>  | <b>\$82.0</b>  | <b>\$404.6</b>      |



# Economic Impact of Amtrak Activities

## INTRODUCTION

Amtrak is engaged in interstate commerce, supports the development of state and local economies, and connects towns and cities to the national economy. In key markets, Amtrak bolsters the productivity of the U.S. business sector, supports long-term economic growth and enhances the global competitiveness of the United States.

When considering the appropriation of public funds to support a service such as Amtrak, it is important to determine what benefits the American public will receive in return from its investment. Many of these benefits are easily identifiable, such as intercity connectivity, improved livability in the communities served, reduced energy use and emissions, and a critical link in the national transportation system. Additionally, there are also a significant number of economic benefits as a result of Amtrak's activities that are returned to the American public, such as increased employment, infrastructure investments and tax revenue generated.

This high-level analysis explores the direct economic output of Amtrak's activities in order to measure their impact on the American economy. The analysis establishes the direct economic output of the following different categories related to Amtrak's activities:

- Spending by passengers during their travels
- Jobs supported and tax revenue generated due to travel spending
- Direct Amtrak jobs and the income taxes paid by its employees
- Goods and services purchased by Amtrak

The economic benefit analysis utilizes a conservative, high-level, approach and does not attempt to quantify the "multiplier" economic effect of the induced spending and tax generated by the employment created by Amtrak activity. If this "multiplier" economic effect were considered, the economic impact would be much greater than presented, as the analysis would take into account the ripple economic effects of Amtrak's spending and investments within the regional and State economies.

## THE ECONOMIC IMPACT OF TRAVEL

The economic benefit analysis of travel expenditures by Amtrak's passengers relies on research data published by the U.S. Travel Association, more specifically, its annual report *The Impact of Travel on State Economies* (2014 Research Report, utilizing 2013 economic data). The U.S. Travel Association has published this economic impact report for over 30 years in order to raise awareness of passenger travel's contribution to the U.S. economy. Its economic impact data is produced by its proprietary Travel Economic Impact Model (TEIM), developed expressly to quantify the expenditures and employment, and payroll and tax revenue, generated by travel away from home in the United States.

The U.S. Travel Association estimates that, in 2013, travelers made 2.1 billion “person-trips” in the United States with those trips generating \$888 billion in traveler spending.<sup>4</sup> Respectively, travel-generated employment in 2013 was 7.9 million in American jobs that cannot be outsourced abroad, directly producing about \$209 billion in payroll for Americans and approximately \$134 billion in tax revenue for Federal, State and local governments.<sup>5</sup> Utilizing the data published in *The Impact of Travel on State Economies*, Amtrak incorporated the following information into its calculation of the economic impact of Amtrak travelers with key statistics utilized in this analysis circled:

**Exhibit [3 – 1] – U.S. Travel Spending Key Metrics – 2013<sup>6</sup>**

| Category                           | 2013 U.S. Travel Spending (\$ billions) | Payroll Supported by Travel Spending (\$ billions) | Payroll % of Travel Spending | Jobs Supported by Travel Spending (thousands) | Average Annual Wage / Job |
|------------------------------------|---|--|------------------------------|---|---------------------------|
| Public Transportation              | \$168.0                                 | \$48.0   | 28.6%                        | 956.3   | \$50,193                  |
| Auto Transportation                | 157.4                                   | 8.2  | 5.2%                         | 265.8   | 30,850                    |
| <b>Subtotal Transportation</b>     | <b>\$325.4</b>                          | <b>\$56.2</b>                                      | <b>17.3%</b>                 | <b>1,222.1</b>                                | <b>\$45,986</b>           |
| Lodging                            | 167.5                                   | 40.6   | 24.2%                        | 1,481.6                                       | 27,403                    |
| Foodservices                       | 209.2                                   | 55.0   | 26.3%                        | 3,160.0                                       | 17,405                    |
| Recreation/Amusement               | 91.4                                    | 37.3   | 40.8%                        | 1,341.9                                       | 27,796                    |
| Retail                             | 94.3                                    | 12.6   | 13.4%                        | 491.4   | 25,641                    |
| Travel Planning                    | -                                       | 7.7  | 0.0%                         | 164.7   | 46,752                    |
| <b>Subtotal Non-Transportation</b> | <b>\$562.4</b>                          | <b>\$153.2</b>                                     | <b>27.2%</b>                 | <b>6,639.6</b>                                | <b>\$23,074</b>           |
| <b>Total Travel Spending</b>       | <b>\$887.8</b>                          | <b>\$209.4</b>                                     | <b>23.6%</b>                 | <b>7,861.7</b>                                | <b>\$26,635</b>           |

**Exhibit [3 – 2] – Taxes Generated by U.S. Travel Spending – 2013<sup>7</sup>**

| Government   | Taxes (\$ billions) | % Total of Travel Spending |
|--------------|---------------------|----------------------------|
| Federal      | \$73.0              | 8.2%                       |
| State        | 37.8                | 4.3%                       |
| Local        | 23.1                | 2.6%                       |
| <b>Total</b> | <b>\$133.9</b>      | <b>15.1%</b>               |

A person-trip is defined as one person traveling at least 50 miles from home one-way or spending at least one night away from home. Utilizing the 2013 total travel spending of \$887.8 billion amongst 2.1 billion person-trips, regardless of mode of transportation, the 2013 average total spend per person-trip was \$415. Excluding the cost of transportation, the total spend per person-trip was \$263:

<sup>4</sup> U.S. Travel Answer Sheet, U.S. Travel Association, [https://www.ustravel.org/sites/default/files/page/2009/09/US Travel AnswerSheet June 2014.pdf](https://www.ustravel.org/sites/default/files/page/2009/09/US%20Travel%20AnswerSheet%20June%202014.pdf)

<sup>5</sup> U.S. Travel Association, *The Impact of Travel on State Economies (2014)*, 2014 Research Report, Page 3

<sup>6</sup> Ibid

<sup>7</sup> Ibid

## Exhibit [3 - 3] – Total Travel Spending – 2013

| Category                     | Travel Spending<br>(\$ billions) | Person-Trips<br>(billions) | Spending Per<br>Person-Trip (\$) |
|------------------------------|----------------------------------|----------------------------|----------------------------------|
| Transportation               | \$325.4                          | 2.1                        | \$152                            |
| Non-Transportation           | 562.4                            | 2.1                        | 263                              |
| <b>Total Travel Spending</b> | <b>\$887.8</b>                   | <b>2.1</b>                 | <b>\$415</b>                     |

## TRAVEL EXPENDITURES BY AMTRAK PASSENGERS

The U.S. Travel Association key statistics were applied to Amtrak's ridership in order to compute the total economic impact of Amtrak's passengers during their travels. In FY13, Amtrak transported 31.6 million passengers, a number which includes commuters traveling on multi-ride tickets. These commuters do not meet the definition of a person-trip as defined by the U.S. Travel Association and were excluded from the analysis. The adjusted ridership number without multi-ride passengers is 28 million passengers. Amtrak passenger spending on transportation costs reflects the purchase of Amtrak tickets, revenues from which are used to pay Amtrak employees and purchase goods and services. The economic benefit of Amtrak spending activity is quantified in the following section, excluding the cost of the transportation itself. Amtrak's economic benefit due to passenger spending, jobs supported by travel expenditures, and tax revenue generated is as follows:

## Exhibit [3 - 4] – Amtrak Passenger Spending, Jobs Supported and Tax Revenue Generated – 2013

| Spending by Passengers in FY2013 |  | NEC            | SS             | LD             | Total<br>Amtrak |
|----------------------------------|--|----------------|----------------|----------------|-----------------|
| (a)                              | Ridership (millions)                                       | 10.8           | 12.5           | 4.8            | 28.0            |
| (b)                              | Spending per person-trip (dollars)                         | \$263          | \$263          | \$263          | \$263           |
| (c) = a x b                      | <b>Spending by passenger while traveling (\$ millions)</b> | <b>\$2,845</b> | <b>\$3,274</b> | <b>\$1,249</b> | <b>\$7,369</b>  |

| Jobs Supported by Passenger Spending in FY2013 |  | NEC         | SS          | LD          | Total<br>Amtrak |
|--|--|-------------|-------------|-------------|-----------------|
| (d)  | % Non-transportation passenger spending supporting payroll | 27.2%       | 27.2%       | 27.2%       | 27.2%           |
| (e) = c x d                                    | Payroll supported (\$ millions)                            | \$775       | \$892       | \$340       | \$2,007         |
| (f)  | Avg pay per job non-transportation spending (\$ thousands) | \$23.1      | \$23.1      | \$23.1      | \$23.1          |
| (g) = e / f                                    | <b>Jobs supported by passenger spending (thousands)</b>    | <b>33.6</b> | <b>38.6</b> | <b>14.7</b> | <b>87.0</b>     |

| Tax Revenue Generated by Passenger Spending in FY2013 |  | NEC          | SS           | LD           | Total<br>Amtrak |
|---|--|--------------|--------------|--------------|-----------------|
| (h)   | Federal taxes generated as a % of passenger spending | 8.2%         | 8.2%         | 8.2%         | 8.2%            |
| (i)   | State taxes generated as a % of passenger spending   | 4.3%         | 4.3%         | 4.3%         | 4.3%            |
| (j)   | Local taxes generated as a % of passenger spending   | 2.6%         | 2.6%         | 2.6%         | 2.6%            |
| (k) = c x h   | Federal taxes generated (\$ millions)                | \$234        | \$269        | \$103        | \$606           |
| (l) = c x i   | State taxes generated (\$ millions)                  | \$121        | \$139        | \$53         | \$314           |
| (m) = c x j   | Local taxes generated (\$ millions)                  | \$74         | \$85         | \$33         | \$192           |
| (n) = k + l + m                                       | <b>Total taxes generated (\$ millions)</b>           | <b>\$429</b> | <b>\$494</b> | <b>\$188</b> | <b>\$1,111</b>  |

In summary, in FY13, Amtrak's passengers spent an estimated \$7.4 billion during their travels, which supported 87,000 jobs and generated approximately \$1.1 billion in tax revenue.

## AMTRAK EMPLOYMENT

Amtrak spends a portion of its revenue and Federal support on its workforce, employing approximately 20,000 people in highly-skilled professional jobs in the United States that return significant tax revenue to each level of government. The following table represents Amtrak's employment, payroll and income taxes for 2013; 2013 data is utilized in order to be consistent with the 2013 analysis from the U.S. Travel Association:

**Exhibit [3 – 5] – Amtrak Employment and Tax Revenue Generated – 2013**

| (\$ millions)                  | NEC            | SS            | LD            | Infrastructure & Corp. Dev. | Total Amtrak   |
|--------------------------------|----------------|---------------|---------------|-----------------------------|----------------|
| <b>Amtrak Payroll</b>          | <b>\$575</b>   | <b>\$324</b>  | <b>\$447</b>  | <b>\$4</b>                  | <b>\$1,350</b> |
| <b>Amtrak Jobs (thousands)</b> | <b>8.6</b>     | <b>4.9</b>    | <b>6.7</b>    | <b>0.1</b>                  | <b>20.2</b>    |
| <b>Income Tax Withholdings</b> |                |               |               |                             |                |
| Federal                        | \$84.5         | \$47.7        | \$65.8        | \$0.7                       | \$198.6        |
| State                          | 25.7           | 14.5          | 20.0          | 0.2                         | 60.5           |
| Local                          | 3.3            | 1.9           | 2.6           | 0.0                         | 7.8            |
| <b>Total Tax Withholdings</b>  | <b>\$113.6</b> | <b>\$64.1</b> | <b>\$88.3</b> | <b>\$0.9</b>                | <b>\$266.9</b> |

Note that the tax revenue generated represents only income taxes withheld from employees. Additional railroad retirement (RTTA), RUIA taxes, and medical taxes that are paid by Amtrak or withheld from employees are not included in this analysis as tax revenue generated. Also excluded are excise taxes paid and remitted sales taxes by Amtrak in 2013.

## AMTRAK GOODS AND SERVICES PURCHASED

In addition to providing well-paying jobs, Amtrak also spends its funds on the purchases of goods and services which in turn support jobs and generate tax revenue:

**Exhibit [3 – 6] – Amtrak Purchases, Jobs Supported and Tax Revenue Generated – 2013**

| Goods & Services Purchased by Amtrak (\$ millions) |  |  | NEC        | SS         | LD         | Infrastructure & Corp. Dev. | Total Amtrak |
|--|--|--|------------|------------|------------|-----------------------------|--------------|
| (a)  | Goods & Services Purchased                                 |  | \$538      | \$407      | \$557      | \$10                        | \$1,512      |
| Jobs Supported by Amtrak                           |  |  | NEC        | SS         | LD         | Infrastructure & Corp. Dev. | Total Amtrak |
| (b)  | % Non-transportation passenger spending supporting payroll |  | 27.2%      | 27.2%      | 27.2%      | 27.2%                       | 27.2%        |
| (c)=a x b  | Payroll supported (\$ millions)                            |  | \$147      | \$111      | \$152      | \$3                         | \$412        |
| (d)  | Average annual U.S. Wage - 2013 (\$ thousands)             |  | \$44.4     | \$44.4     | \$44.4     | \$44.4                      | \$44.4       |
| (e) = c / d  | <b>Jobs supported (thousands)</b>                          |  | <b>3.3</b> | <b>2.5</b> | <b>3.4</b> | <b>0.1</b>                  | <b>9.3</b>   |

| Tax Revenue Generated by Amtrak |  | NEC         | SS          | LD          | Infrastructure & Corp. Dev. | Total Amtrak |
|---------------------------------|--|-------------|-------------|-------------|-----------------------------|--------------|
| (f)                             | Federal taxes generated as a % of passenger spending | 8.2%        | 8.2%        | 8.2%        | 8.2%                        | 8.2%         |
| (g)                             | State taxes generated as a % of passenger spending   | 4.3%        | 4.3%        | 4.3%        | 4.3%                        | 4.3%         |
| (h)                             | Local taxes generated as a % of passenger spending   | 2.6%        | 2.6%        | 2.6%        | 2.6%                        | 2.6%         |
| (i) = a x f                     | Federal taxes generated (\$ millions)                | \$44        | \$33        | \$46        | \$1                         | \$124        |
| (j) = a x g                     | State taxes generated (\$ millions)                  | \$23        | \$17        | \$24        | \$0                         | \$64         |
| (k) = a x h                     | Local taxes generated (\$ millions)                  | \$14        | \$11        | \$14        | \$0                         | \$39         |
| (l) = i + j + k                 | <b>Total taxes generated (\$ millions)</b>           | <b>\$81</b> | <b>\$61</b> | <b>\$84</b> | <b>\$1</b>                  | <b>\$228</b> |

In 2013, Amtrak spent approximately \$1.5 billion on qualifying purchases of goods and services for its operations and capital projects in 49 states.<sup>8</sup> This total excludes the costs of Amtrak's workforce, payroll taxes and retirement benefits, casualty and claims, depreciation and amortization. These expenditures supported approximately 9,300 jobs and generated almost \$230 million in tax revenue.

In order to quantify the jobs supported and tax revenue due to these expenditures, different salary metrics were used as compared to the passenger spending calculations at the beginning of this analysis. The percentage of total spending dedicated to payrolls was assumed to be the same as for passenger spending. The average salary per job was assumed to be higher than that of the passenger analysis because the suppliers of the goods and services purchased by Amtrak generally employ more highly-skilled, full-time, and highly paid employees than the retail, food-service and lodging businesses that cater to travelers. Accordingly, the average wage used to quantify jobs supported is \$44,400 per year, which is the installation, maintenance, and repair occupations average wage according to the U.S. Bureau of Labor Statistics.<sup>9</sup> The percentage of the overall spending that generated tax revenue was assumed to be consistent with the rates of passenger spending.

## SUMMARY

In summary, the analysis shows that Amtrak and its passengers generated an economic benefit of approximately \$10.2 billion annually (based on 2013), which supports 116,500 jobs and generates \$1.6 billion in taxes for Federal, State and local governments. When compared to Amtrak's FY15 plan for Federal funding support, this represents a net contribution of \$8.8 billion to the U.S. economy on an annual basis. The table below summarizes our findings, supported by the assumptions and calculations made in this analysis:

<sup>8</sup> Amtrak Goods and Services purchased represents payments made by Amtrak to vendors in each state, <http://www.amtrak.com/servlet/ContentServer?c=Page&pagename=am%2FLayout&cid=1246041980432>

<sup>9</sup> Occupational Employment Statistics, U.S. Bureau of Labor Statistics, [http://www.bls.gov/oes/current/oes\\_nat.htm#49-0000](http://www.bls.gov/oes/current/oes_nat.htm#49-0000)

**Exhibit [3 – 7] – Summary of Amtrak Economic Benefits, Jobs Supported and  
Tax Revenue Generated**

|   | <u>Economic Benefit</u> |                    | <u>Tax Revenue Generated</u> |                    |
|---|-------------------------|--------------------|------------------------------|--------------------|
|   | <u>\$ Millions</u>      | <u>Jobs (000s)</u> | <u>Government</u>            | <u>\$ Millions</u> |
| <b>Amtrak Direct Expenditures</b>         |                         |                    | Federal                      | \$929              |
| Amtrak Payroll                            | \$1,350                 | 20.2               | State                        | \$439              |
| Goods & Services Purchased                | \$1,512                 | 9.3                | Local                        | \$239              |
| <b>Total Amtrak Direct</b>                | <b>\$2,862</b>          | <b>29.5</b>        | <b>Total</b>                 | <b>\$1,606</b>     |
| <br><b>Passenger Travel Spending*</b>     | <br><b>\$7,369</b>      | <br><b>87.0</b>    |                              |                    |
| <br><b>Total Amtrak Impact on Economy</b> | <br><b>\$10,231</b>     | <br><b>116.5</b>   |                              |                    |
| <br>Federal Grant Request                 | <br>\$1,390             |                    |                              |                    |
| <br><b>Net Economic Benefit</b>           | <br><b>\$8,841</b>      | <br><b>116.5</b>   |                              |                    |

\*Excludes purchase of Amtrak tickets

Amtrak's economic benefits are likely to increase in the coming years. The U.S. travel and tourism industry continues to grow. Amtrak's ridership has been growing, and our travel demand model predicts ridership will increase further with continued economic growth, particularly in the Northeast Corridor. Capital investments, such as the Next-Generation High Speed Trainsets, will increase passenger capacity and contribute to economic growth.

The American public receives a significant return on its investment in Amtrak. Amtrak creates and sustains good jobs, spurs economic development, and makes our communities more livable and accessible. Investment in Amtrak advances national priorities and goals, and produces significant economic and quality-of-life benefits for the American people.

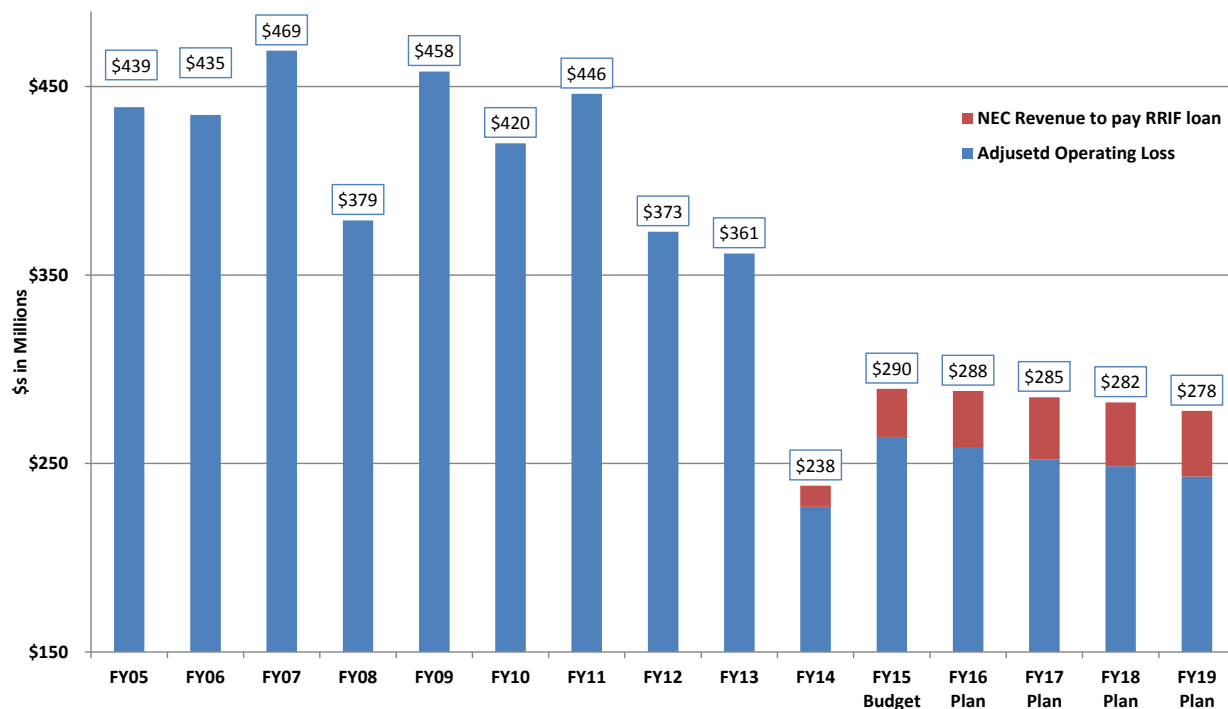
## Amtrak Financial Summary

### INCOME STATEMENT AND FIVE YEAR PLAN

In FY14, our efforts to operate a more financially sound railroad for our stakeholders achieved positive results. Amtrak successfully delivered and executed on key initiatives aimed at reducing operating costs and driving margin improvement. Amtrak reported unaudited record revenue totaling approximately \$3.2 billion for the fiscal year ending Sept. 30, 2014, representing the fifth consecutive year of revenue growth, and the eighth out of the past nine years. In FY14, Amtrak was able to cover 93% of its operating costs with ticket sales and other revenues, up from 89% the year before. In addition, Amtrak's unaudited Federally funded operating loss of approximately \$227 million, excluding \$11.2 million of NEC Revenue to pay RRIF Loan, was the lowest level (adjusted for inflation) in Amtrak's history, representing a 37% decrease from the prior year and a 52% reduction from FY07.

Over the last five years Amtrak has worked to achieve the goal of operating a financially sound railroad by reducing our operating loss and investing more funds into capital. Operating loss has steadily improved, decreasing by \$231 million or 50% over the last five years, as a result of strong revenue growth and substantial operating margin improvement. With an operational and corporate focus on efficiency and productivity, we continue to make improvements in our financial performance. This strong performance is a result of enhanced processes and a strong emphasis on increased financial transparency.

A fundamental goal of Amtrak is to continue to reduce operating losses. Amtrak is committed to achieving those reductions. Accordingly, Amtrak has targeted operational improvements that reduce operating losses in the FY15-FY19 period. Going forward in FY16-FY19, Amtrak will improve adjusted operating loss by approximately 2.1% annually (excluding the NEC revenue reserved to pay the RRIF loan) despite contractual increases in wages, host railroad fees, rising employee costs, and additional operational investment in areas of strategy focus. Amtrak will mitigate these cost increases by optimizing resources, increasing operating efficiencies, and improving margins to allow increased revenue to fall to the bottom line. Amtrak is on path to achieving the financial excellence goal outlined in our strategic plan: maximizing revenue, minimizing operating costs, reducing operating loss and continuing to exceed expectations in operating a more financially sound railroad.

**Exhibit [4-1] – Net Operating Loss History and FY2015 - FY2019 Projections**

Note: FY14 is preliminary and unaudited. FY14 excludes one-time insurance proceeds from Super Storm Sandy of \$30M; including the proceeds Adjusted Operating Loss would be at \$197M, excluding \$11.2 million of NEC Revenue to pay RRIF Loan.

**Exhibit [4-2] – Amtrak Five Year Funding Summary**

| (\$s in Millions)                             | Total Amtrak Funding |                   |                   |                   |                   | 5 Year Total       |
|---|----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
|   | FY 2015              | FY 2016           | FY 2017           | FY 2018           | FY 2019           |                    |
| Operating                                     | \$ 289.6             | \$ 732.2          | \$ 738.8          | \$ 748.3          | \$ 753.8          | \$ 3,262.7         |
| General Capital                               | 936.3                | 543.7             | 514.3             | 486.8             | 624.4             | 3,105.5            |
| Debt Service                                  | 153.7                | 160.2             | 197.7             | 115.2             | 118.3             | 745.1              |
| FRA Holdback                                  | 10.4                 | 8.5               | 8.6               | 8.0               | 8.7               | 44.3               |
| <b>Total Federal Appropriation</b>            | <b>1,390.0</b>       | <b>1,444.6</b>    | <b>1,459.3</b>    | <b>1,358.3</b>    | <b>1,505.3</b>    | <b>7,157.5</b>     |
| PRIIA 212 Transition Assistance               | -                    | 156.1             | 143.9             | 140.7             | -                 | 440.8              |
| PRIIA 212 Federal 80/20 Match (Federal Share) | -                    | 399.6             | 702.4             | 996.7             | 1,099.4           | 3,198.2            |
| PRIIA 212 Infrastructure (Commuter)           | -                    | 186.3             | 261.9             | 376.2             | 403.0             | 1,227.5            |
| PRIIA 209 Rolling Stock Maintenance           | 54.4                 | 74.3              | 70.9              | 59.6              | 63.5              | 322.7              |
| <b>Total Other Federal Funding</b>            | <b>54.4</b>          | <b>816.4</b>      | <b>1,179.1</b>    | <b>1,573.3</b>    | <b>1,566.0</b>    | <b>5,189.1</b>     |
| Other Capital Funds                           | 452.9                | 779.0             | 918.6             | 695.7             | 956.9             | 3,803.1            |
| <b>Total Amtrak Funding</b>                   | <b>\$ 1,897.3</b>    | <b>\$ 3,039.9</b> | <b>\$ 3,557.0</b> | <b>\$ 3,627.3</b> | <b>\$ 4,028.2</b> | <b>\$ 16,149.8</b> |

### Change in Methodology

While Amtrak's FY15 funding has been established by appropriation, beginning with FY16 Amtrak's operating results will not be presented in the legacy format. When shown by business line, Amtrak's operating performance consists of net profit for the Northeast Corridor and Infrastructure and Corporate Development, and net losses in State Supported and Long Distance, business lines. As mentioned previously, the five year plan assumes that, beginning in FY16, the net



profits of the Northeast Corridor will be used to fund Amtrak's obligations under PRIIA Section 212, repay loans specific to the NEC, and fund NEC capital investments, thereby supplementing Amtrak's available capital. Amtrak's FY16–FY19 projected operating losses, without cross-subsidization, are shown in Exhibit 4-3. FY15 is shown with cross-subsidization continuing, in accordance with the FY15 operating appropriation.

### Exhibit [4 – 3] – Amtrak Five Year Operating Losses

| (\$s in Millions)  | FY 2015        |                 |                  |  |                  |
|--|----------------|-----------------|------------------|--|------------------|
|  | NEC            | State Supported | Long-Distance    | Infrastructure & Corporate Development | Total Amtrak     |
| Direct Route Revenue   | \$1,276.1      | \$795.1         | \$569.9          | \$88.8                                 | \$2,729.9        |
| Direct Route Expenses <sup>[a]</sup>                         | 785.5          | 882.1           | 1,194.4          | (0.8)                                  | 2,861.2          |
| <b>Adjusted Operating Income/(Loss) Direct Routes</b>        | <b>490.7</b>   | <b>(87.0)</b>   | <b>(624.5)</b>   | <b>89.6</b>                            | <b>(131.3)</b>   |
| Infrastructure Responsibility Profit/(Loss) <sup>[b]</sup>   | (79.0)         | -               | -                | -                                      | (79.0)           |
| Reimbursable Responsibility Profit/(Loss) <sup>[b]</sup>     | (31.0)         | (5.1)           | 0.1              | (12.1)                                 | (48.1)           |
| Commuter Responsibility Profit/(Loss) <sup>[b]</sup>         | 1.7            | (2.8)           | (4.0)            | (0.6)                                  | (5.7)            |
| RRIF Payment   | (25.5)         | -               | -                | -                                      | (25.5)           |
| <b>Adjusted Operating Income/(Loss) Total Responsibility</b> | <b>356.9</b>   | <b>(94.9)</b>   | <b>(628.4)</b>   | <b>76.9</b>                            | <b>(289.6)</b>   |
| Capital Contribution   | -              | -               | -                | -                                      | -                |
| <b>Net Federal Operating Subsidy</b>                         | <b>\$356.9</b> | <b>(\$94.9)</b> | <b>(\$628.4)</b> | <b>\$76.9</b>                          | <b>(\$289.6)</b> |

| FY 2016 - FY 2019 Eliminates Cross-Subsidization             |              |                 |                  |  |                  |              |                 |                  |  |                  |
|--|--------------|-----------------|------------------|--|------------------|--------------|-----------------|------------------|--|------------------|
| (\$s in Millions)  | FY 2016      |                 |                  |  |                  | FY 2017      |                 |                  |  |                  |
|  | NEC          | State Supported | Long-Distance    | Infrastructure & Corporate Development | Total Amtrak     | NEC          | State Supported | Long-Distance    | Infrastructure & Corporate Development | Total Amtrak     |
| Direct Route Revenue   | \$1,332.1    | \$818.9         | \$586.4          | \$91.5                                 | \$2,828.9        | \$1,384.1    | \$842.9         | \$609.0          | \$92.6                                 | \$2,928.6        |
| Direct Route Expenses <sup>[a]</sup>                         | 819.0        | 904.2           | 1,221.6          | 1.5                                    | 2,946.3          | 853.5        | 926.1           | 1,252.7          | 3.4                                    | 3,035.7          |
| <b>Adjusted Operating Income/(Loss) Direct Routes</b>        | <b>513.1</b> | <b>(85.3)</b>   | <b>(635.2)</b>   | <b>90.0</b>                            | <b>(117.4)</b>   | <b>530.6</b> | <b>(83.3)</b>   | <b>(643.8)</b>   | <b>89.2</b>                            | <b>(107.2)</b>   |
| Infrastructure Responsibility Profit/(Loss) <sup>[b]</sup>   | (84.6)       | -               | -                | -                                      | (84.6)           | (90.3)       | -               | -                | -                                      | (90.3)           |
| Reimbursable Responsibility Profit/(Loss) <sup>[b]</sup>     | (29.7)       | (5.4)           | 0.0              | (12.5)                                 | (47.5)           | (27.4)       | (5.6)           | 0.0              | (12.8)                                 | (45.8)           |
| Commuter Responsibility Profit/(Loss) <sup>[b]</sup>         | (2.4)        | (2.4)           | (4.0)            | (0.6)                                  | (9.3)            | (2.3)        | (2.3)           | (3.9)            | (0.6)                                  | (9.0)            |
| RRIF Payment   | (29.7)       | -               | -                | -                                      | (29.7)           | (32.9)       | -               | -                | -                                      | (32.9)           |
| <b>Adjusted Operating Income/(Loss) Total Responsibility</b> | <b>366.8</b> | <b>(93.1)</b>   | <b>(639.2)</b>   | <b>76.9</b>                            | <b>(288.5)</b>   | <b>377.8</b> | <b>(91.2)</b>   | <b>(647.6)</b>   | <b>75.9</b>                            | <b>(285.1)</b>   |
| Capital Contribution   | (366.8)      | -               | -                | (76.9)                                 | (443.8)          | (377.8)      | -               | -                | (75.9)                                 | (453.7)          |
| <b>Net Federal Operating Subsidy</b>                         | <b>\$0.0</b> | <b>(\$93.1)</b> | <b>(\$639.2)</b> | <b>\$0.0</b>                           | <b>(\$732.2)</b> | <b>\$0.0</b> | <b>(\$91.2)</b> | <b>(\$647.6)</b> | <b>\$0.0</b>                           | <b>(\$738.8)</b> |

| (\$s in Millions)  | FY 2018      |                 |                  |  |                  | FY 2019      |                 |                  |  |                  |
|--|--------------|-----------------|------------------|--|------------------|--------------|-----------------|------------------|--|------------------|
|  | NEC          | State Supported | Long-Distance    | Infrastructure & Corporate Development | Total Amtrak     | NEC          | State Supported | Long-Distance    | Infrastructure & Corporate Development | Total Amtrak     |
| Direct Route Revenue   | \$1,441.8    | \$866.9         | \$633.4          | \$94.7                                 | \$3,036.8        | \$1,486.2    | \$889.8         | \$655.9          | \$96.8                                 | \$3,128.6        |
| Direct Route Expenses <sup>[a]</sup>                         | 894.4        | 948.3           | 1,288.6          | 5.3                                    | 3,136.5          | 926.7        | 969.3           | 1,318.3          | 4.4                                    | 3,218.7          |
| <b>Adjusted Operating Income/(Loss) Direct Routes</b>        | <b>547.4</b> | <b>(81.4)</b>   | <b>(655.1)</b>   | <b>89.4</b>                            | <b>(99.7)</b>    | <b>559.5</b> | <b>(79.5)</b>   | <b>(662.5)</b>   | <b>92.4</b>                            | <b>(90.1)</b>    |
| Infrastructure Responsibility Profit/(Loss) <sup>[b]</sup>   | (96.3)       | -               | -                | -                                      | (96.3)           | (102.5)      | -               | -                | -                                      | (102.5)          |
| Reimbursable Responsibility Profit/(Loss) <sup>[b]</sup>     | (25.0)       | (5.8)           | 0.0              | (13.1)                                 | (43.9)           | (22.7)       | (6.0)           | 0.0              | (13.4)                                 | (42.1)           |
| Commuter Responsibility Profit/(Loss) <sup>[b]</sup>         | (2.0)        | (2.2)           | (3.8)            | (0.6)                                  | (8.6)            | (1.9)        | (2.1)           | (3.8)            | (0.6)                                  | (8.3)            |
| RRIF Payment   | (33.9)       | -               | -                | -                                      | (33.9)           | (34.8)       | -               | -                | -                                      | (34.8)           |
| <b>Adjusted Operating Income/(Loss) Total Responsibility</b> | <b>390.2</b> | <b>(89.4)</b>   | <b>(658.9)</b>   | <b>75.7</b>                            | <b>(282.4)</b>   | <b>397.5</b> | <b>(87.6)</b>   | <b>(666.3)</b>   | <b>78.4</b>                            | <b>(277.9)</b>   |
| Capital Contribution   | (390.2)      | -               | -                | (75.7)                                 | (465.9)          | (397.5)      | -               | -                | (78.4)                                 | (476.0)          |
| <b>Net Federal Operating Subsidy</b>                         | <b>\$0.0</b> | <b>(\$89.4)</b> | <b>(\$658.9)</b> | <b>\$0.0</b>                           | <b>(\$748.3)</b> | <b>\$0.0</b> | <b>(\$87.6)</b> | <b>(\$666.3)</b> | <b>\$0.0</b>                           | <b>(\$753.8)</b> |

[a] Expenses are adjusted for non-cash expenses and other costs that do not impact the calculation of Federal operating support

[b] Infrastructure, Reimbursable, and Commuter activities that are the the responsibility of the Business Lines are presented as net Profit or (Loss) amounts. These net amounts consist of revenues less expenses.

## Total Capital Five Year Plan

Amtrak's capital planning process is designed to ensure cash is invested in a manner that is consistent with its overall Corporate Strategy, while enhancing revenue growth, operating margins, asset efficiency, and improving safety.

Amtrak's capital program is funded from the following sources: Federal General Capital (the majority of Amtrak capital), Homeland Security grants (fund investments that improve security), Special Federal Grants (stem from legislation that funds specific initiatives), State/Local Capital Support (investments that mutually benefit Amtrak and municipalities are often co-funded with Amtrak's portion usually funded from the Federal General Capital grant), RRIF loans (Amtrak may borrow through RRIF to finance investments within the NEC that demonstrate economic benefit and the ability to repay the loan), State and commuter railroad capital payments under Sections 209 and 212 of PRIIA, and commercial debt.

Amtrak is subject to satisfying legally mandated reporting requirements to the FRA, as required by the Federal Grant, as well as other reporting requirements to Congress imposed by statute.

The capital process at Amtrak mandates that a budget is submitted in a five-year plan format, and that each Project/Program is accompanied by a Business Case and a Financial model that details the Return on Investment Analysis (ROI), Net Present Value (NPV) and Payback period. The Finance team reviews and vets the Business Cases, and subsequently allocates the capital requests into three main categories of capital spending buckets. The allocation process includes the following basic principles:

- 1) The proposed investments will support Amtrak's Corporate Strategy.
- 2) The rankings will be objective, and trade-offs are analyzed/debated.
- 3) The rankings will be risk-based to ensure the projects drive value.
- 4) Ensure the overall portfolio returns a payback annually.

## Exhibit [4- 4] – Five Year Total Capital Plan by Department

| (\$s in Millions)                  | Total Capital Program by Department |                  |                  |                  |                  | 5 Year Total      |
|------------------------------------|-------------------------------------|------------------|------------------|------------------|------------------|-------------------|
|                                    | FY 2015                             | FY 2016          | FY 2017          | FY 2018          | FY 2019          |                   |
| Engineering                        | \$741.3                             | \$1,208.9        | \$1,483.3        | \$1,659.3        | \$1,726.2        | \$6,818.9         |
| Mechanical                         | 269.1                               | 275.5            | 238.5            | 231.2            | 241.8            | 1,256.1           |
| Operations                         | 68.3                                | 119.6            | 84.2             | 93.5             | 68.5             | 434.1             |
| <b>Subtotal Operations</b>         | <b>1,078.7</b>                      | <b>1,604.1</b>   | <b>1,806.0</b>   | <b>1,984.0</b>   | <b>2,036.5</b>   | <b>8,509.2</b>    |
| ADA                                | 50.0                                | 50.0             | 50.0             | 50.0             | 50.0             | 250.0             |
| Gateway                            | 65.3                                | 115.0            | 230.4            | 176.8            | 81.8             | 669.2             |
| CAF                                | 54.3                                | 95.8             | 35.1             | 0.0              | -                | 185.3             |
| IT                                 | 33.7                                | 47.0             | 48.6             | 50.2             | 51.8             | 231.3             |
| Marketing                          | 3.8                                 | 62.4             | 58.7             | 45.2             | 52.2             | 222.3             |
| Environmental                      | 6.1                                 | 11.3             | 14.8             | 15.4             | 11.3             | 58.8              |
| Procurement                        | 3.4                                 | 3.5              | 3.7              | 3.4              | 3.0              | 16.9              |
| Real estate                        | 22.7                                | 4.1              | -                | -                | -                | 26.8              |
| Finance                            | 7.3                                 | 12.3             | 2.0              | 2.0              | 2.0              | 25.6              |
| NECIID                             | 39.7                                | 92.3             | 220.3            | 328.8            | 613.0            | 1,294.2           |
| State / Commuter Requests          | -                                   | 270.0            | 311.5            | 270.3            | 656.2            | 1,507.9           |
| Moynihan Station - Phase II        | -                                   | 150.0            | 220.0            | 230.0            | -                | 600.0             |
| Fleet Strategy                     | 2.9                                 | 2.2              | -                | -                | -                | 5.1               |
| Emergency Management               | 16.9                                | 12.3             | 14.4             | 15.8             | 15.6             | 75.1              |
| Amtrak Police Department           | 1.1                                 | 0.5              | -                | -                | -                | 1.7               |
| Hold Back for Operating            | 11.0                                | 50.0             | 50.0             | 50.0             | 50.0             | 211.0             |
| Future Capital Allocations         | 46.6                                | -                | -                | -                | -                | 46.6              |
| <b>Subtotal Capital - Other</b>    | <b>364.9</b>                        | <b>978.8</b>     | <b>1,259.6</b>   | <b>1,237.7</b>   | <b>1,586.8</b>   | <b>5,427.9</b>    |
| <b>Total Capital Funding Needs</b> | <b>\$1,443.6</b>                    | <b>\$2,582.8</b> | <b>\$3,065.6</b> | <b>\$3,221.7</b> | <b>\$3,623.3</b> | <b>\$13,937.0</b> |

## Exhibit [4-5] – Total GCAP, PRIIA209, and PRIIA 212 Capital Program by Department

| (\$s in Millions)                          | Total GCAP, PRIIA209, and PRIIA 212 Capital Program by Department |                  |                  |                  |                  |                   |
|--|---|------------------|------------------|------------------|------------------|-------------------|
|  | FY 2015   | FY 2016          | FY 2017          | FY 2018          | FY 2019          | 5 Year Total      |
| Engineering                                | \$365.4   | \$889.1          | \$1,067.1        | \$1,338.2        | \$1,270.4        | \$4,930.1         |
| Mechanical                                 | 269.1   | 275.5            | 238.5            | 231.2            | 241.8            | 1,256.1           |
| Operations                                 | 63.2  | 119.6            | 84.2             | 93.5             | 68.5             | 429.0             |
| <b>Subtotal Operations</b>                 | <b>697.7</b>  | <b>1,284.2</b>   | <b>1,389.8</b>   | <b>1,662.9</b>   | <b>1,580.7</b>   | <b>6,615.2</b>    |
| ADA  | 50.0  | 50.0             | 50.0             | 50.0             | 50.0             | 250.0             |
| Gateway                                    | 29.5  | 104.0            | 230.4            | 176.8            | 81.8             | 622.4             |
| CAF  | 54.3  | 95.8             | 35.1             | -                | -                | 185.3             |
| IT   | 33.7  | 47.0             | 48.6             | 50.2             | 51.8             | 231.3             |
| Marketing                                  | 3.8   | 62.4             | 58.7             | 45.2             | 52.2             | 222.3             |
| Environmental                              | 6.1   | 10.7             | 12.8             | 12.4             | 10.9             | 52.8              |
| Procurement                                | 3.4   | 3.5              | 3.7              | 3.4              | 3.0              | 16.9              |
| Real estate                                | 20.4  | 4.1              | -                | -                | -                | 24.4              |
| Finance                                    | 1.8   | 10.3             | 2.0              | 2.0              | 2.0              | 18.1              |
| NECIID                                     | 28.5  | 74.1             | 175.2            | 258.8            | 318.6            | 855.1             |
| State / Commuter Requests                  | -   | 5.0              | 70.6             | 184.5            | 465.5            | 725.6             |
| Moynihan Station - Phase II                | -   | -                | 20.0             | 30.0             | -                | 50.0              |
| Fleet Strategy                             | 2.9   | 2.2              | -                | -                | -                | 5.1               |
| Emergency Management                       | -   | -                | -                | -                | -                | 0.0               |
| Amtrak Police Department                   | 1.1   | 0.5              | -                | -                | -                | 1.7               |
| Hold Back for Operating                    | 11.0  | 50.0             | 50.0             | 50.0             | 50.0             | 211.0             |
| Future Capital Allocations                 | 46.6  | -                | -                | -                | -                | 46.6              |
| <b>Subtotal Capital - Other</b>            | <b>293.0</b>  | <b>519.6</b>     | <b>757.2</b>     | <b>863.2</b>     | <b>1,085.7</b>   | <b>3,518.7</b>    |
| <b>Total Federal Capital Funding Needs</b> | <b>\$990.7</b>  | <b>\$1,803.9</b> | <b>\$2,147.0</b> | <b>\$2,526.0</b> | <b>\$2,666.3</b> | <b>\$10,133.9</b> |

## Exhibit [4-6] – Five Year Total Sources of Capital

| (\$s in Millions)  | Total Sources of Capital |                  |                  |                  |                  | 5 Year Total      |
|--|--------------------------|------------------|------------------|------------------|------------------|-------------------|
|  | FY 2015                  | FY 2016          | FY 2017          | FY 2018          | FY 2019          |                   |
| Federal Appropriations General Capital                   | \$936.3                  | \$543.7          | \$514.3          | \$486.8          | \$624.4          | \$3,105.5         |
| PRIIA 212 Transition Assistance                          | -                        | 156.1            | 143.9            | 140.7            | -                | 440.8             |
| PRIIA 212 Federal 80/20 Match (Federal Share)            | -                        | 399.6            | 702.4            | 996.7            | 1,099.4          | 3,198.2           |
| PRIIA 212 Infrastructure (Commuter)                      | -                        | 186.3            | 261.9            | 376.2            | 403.0            | 1,227.5           |
| PRIIA 209 Rolling Stock Maintenance                      | 54.4                     | 74.3             | 70.9             | 59.6             | 63.5             | 322.7             |
| NEC Operating Profits                                    | -                        | 366.8            | 377.8            | 390.2            | 397.5            | 1,532.4           |
| Infrastructure & Corporate Development Operating Profits | -                        | 76.9             | 75.9             | 75.7             | 78.4             | 307.0             |
| <b>Federal Capital Needs</b>                             | <b>990.7</b>             | <b>1,803.9</b>   | <b>2,147.0</b>   | <b>2,526.0</b>   | <b>2,666.3</b>   | <b>10,133.9</b>   |
| Department of Homeland Security                          | 16.9                     | 12.3             | 14.4             | 15.8             | 15.6             | 75.1              |
| Hudson Yards Concrete Encasement Grant                   | 35.6                     | -                | -                | -                | -                | 35.6              |
| NY-NJ High Speed Rail Grant                              | 149.4                    | 103.4            | 46.8             | -                | -                | 299.7             |
| State, Local, and Other Funds                            | 251.0                    | 663.3            | 857.3            | 679.9            | 941.3            | 3,392.8           |
| <b>Other Capital Needs</b>                               | <b>452.9</b>             | <b>779.0</b>     | <b>918.6</b>     | <b>695.7</b>     | <b>956.9</b>     | <b>3,803.1</b>    |
| <b>Total Capital</b>                                     | <b>\$1,443.6</b>         | <b>\$2,582.8</b> | <b>\$3,065.6</b> | <b>\$3,221.7</b> | <b>\$3,623.3</b> | <b>\$13,937.0</b> |

## Exhibit [4-7] – Five Year Total Capital Plan by Business Line

| (\$s in Millions)                                    | Total Capital Summary By Business Line |                  |                  |                  |                  | 5 Year Total      |
|--|--|------------------|------------------|------------------|------------------|-------------------|
|  | FY 2015                                | FY 2016          | FY 2017          | FY 2018          | FY 2019          |                   |
| NEC Business Line                                    | \$915.0                                | \$1,745.4        | \$2,254.0        | \$2,474.0        | \$2,809.3        | \$10,197.7        |
| State Supported Corridors Business Line              | 214.3                                  | 396.1            | 407.4            | 367.7            | 417.1            | 1,802.5           |
| Long-Distance Business Line                          | 234.3                                  | 359.0            | 324.8            | 299.3            | 314.8            | 1,532.2           |
| Infrastructure & Corporate Development Business Line | 80.0                                   | 82.3             | 79.5             | 80.7             | 82.0             | 404.6             |
| <b>Total Capital</b>                                 | <b>\$1,443.6</b>                       | <b>\$2,582.8</b> | <b>\$3,065.6</b> | <b>\$3,221.7</b> | <b>\$3,623.3</b> | <b>\$13,937.0</b> |

## Exhibit [4-8] – GCAP Capital Summary By Business Line

| (\$s in Millions)  | GCAP Capital Summary By Business Line |                  |                  |                  |                  | 5 Year Total      |
|--|---------------------------------------|------------------|------------------|------------------|------------------|-------------------|
|  | FY 2015                               | FY 2016          | FY 2017          | FY 2018          | FY 2019          |                   |
| NEC Business Line  | \$564.8                               | \$1,168.0        | \$1,521.9        | \$1,899.6        | \$2,018.0        | \$7,172.4         |
| State Supported Corridors Business Line                  | 138.1                                 | 226.7            | 258.9            | 279.3            | 313.4            | 1,216.4           |
| Long-Distance Business Line                              | 210.2                                 | 326.8            | 286.7            | 266.4            | 252.8            | 1,343.0           |
| Infrastructure & Corporate Development Business Line     | 77.7                                  | 82.3             | 79.5             | 80.7             | 82.0             | 402.2             |
| <b>General Capital with Other Funds</b>                  | <b>\$990.7</b>                        | <b>\$1,803.9</b> | <b>\$2,147.0</b> | <b>\$2,526.0</b> | <b>\$2,666.3</b> | <b>\$10,133.9</b> |
| PRIIA 212 Transition Assistance                          | -                                     | (156.1)          | (143.9)          | (140.7)          | -                | (440.8)           |
| PRIIA 212 Federal 80/20 Match (Federal Share)            | -                                     | (399.6)          | (702.4)          | (996.7)          | (1,099.4)        | (3,198.2)         |
| PRIIA 212 Infrastructure (Commuter)                      | -                                     | (186.3)          | (261.9)          | (376.2)          | (403.0)          | (1,227.5)         |
| PRIIA 209 Rolling Stock Maintenance                      | (54.4)                                | (74.3)           | (70.9)           | (59.6)           | (63.5)           | (322.7)           |
| NEC Operating Profits                                    | -                                     | (366.8)          | (377.8)          | (390.2)          | (397.5)          | (1,532.4)         |
| Infrastructure & Corporate Development Operating Profits | -                                     | (76.9)           | (75.9)           | (75.7)           | (78.4)           | (307.0)           |
| <b>General Capital</b>                                   | <b>\$936.3</b>                        | <b>\$543.7</b>   | <b>\$514.3</b>   | <b>\$486.8</b>   | <b>\$624.4</b>   | <b>\$3,105.5</b>  |

## CASH FLOW

## Exhibit [4-9] – Cash Flow

| (\$s in Millions)                                     | Cash Flow          |                    |                    |                    |                    |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
|   | FY 2015            | FY 2016            | FY 2017            | FY 2018            | FY 2019            |
| <b>Beginning Cash Balance</b>                         | <b>\$486.3</b>     | <b>\$409.0</b>     | <b>\$424.0</b>     | <b>\$424.0</b>     | <b>\$424.0</b>     |
| <b>Uses:</b>  |                    |                    |                    |                    |                    |
| Operating Expenses (Net Operating Loss including      |                    |                    |                    |                    |                    |
| Depreciation & Non-Cash OPEB's                        | (\$1,072.0)        | (\$1,081.5)        | (\$1,069.8)        | (\$1,060.5)        | (\$1,049.1)        |
| Non-Cash Adjustments (Depreciation & Non-Cash OPEB's) | 807.9              | 822.7              | 817.6              | 812.0              | 806.0              |
| Net Operating Loss                                    | (264.0)            | (258.8)            | (252.2)            | (248.5)            | (243.0)            |
| RRIF Loan Payment                                     | (25.5)             | (29.7)             | (32.9)             | (33.9)             | (34.8)             |
| Sub-Total   | (289.5)            | (288.5)            | (285.1)            | (282.4)            | (277.8)            |
| Capital Expenditures                                  | (1,064.8)          | (1,388.6)          | (1,719.7)          | (2,049.5)          | (2,278.3)          |
| Third Party and Other                                 | (606.0)            | (1,291.3)          | (1,353.8)          | (1,172.2)          | (1,368.4)          |
| Debt Service Principal & Interest                     | (153.7)            | (160.2)            | (197.7)            | (115.2)            | (118.3)            |
| <b>Total Uses</b>                                     | <b>(\$2,114.0)</b> | <b>(\$3,128.5)</b> | <b>(\$3,556.3)</b> | <b>(\$3,619.4)</b> | <b>(\$4,042.9)</b> |
| <b>Sources:</b>                                       |                    |                    |                    |                    |                    |
| Operating   | \$289.6            | \$288.5            | \$285.1            | \$282.4            | \$277.9            |
| Capital   | 932.0              | 1,388.6            | 1,719.7            | 2,049.5            | 2,278.3            |
| Debt Service Principal & Interest                     | 153.7              | 160.2              | 197.7              | 115.2              | 118.3              |
| Subtotal Federal DOT Grants                           | 1,375.2            | 1,837.2            | 2,202.5            | 2,447.1            | 2,674.5            |
| Third Party and Special Grants                        | 606.0              | 1,291.3            | 1,353.8            | 1,172.2            | 1,368.4            |
| Balance Sheet, Revenue, and Operating Improvements    | 55.5               | 15.0               |                    |                    |                    |
| <b>Total Sources</b>                                  | <b>\$2,036.7</b>   | <b>\$3,143.5</b>   | <b>\$3,556.3</b>   | <b>\$3,619.3</b>   | <b>\$4,042.9</b>   |
| Ending Cash Balance                                   | 409.0              | 424.0              | 424.0              | 424.0              | 424.0              |
| Less: Escrow Cash                                     | (54.0)             | (54.0)             | (19.2)             | (19.2)             | (16.9)             |
| Outstanding Checks - Float                            | (30.0)             | (30.0)             | (30.0)             | (30.0)             | (30.0)             |
| <b>Ending Cash</b>                                    | <b>\$325.0</b>     | <b>\$340.0</b>     | <b>\$374.8</b>     | <b>\$374.8</b>     | <b>\$377.1</b>     |

Amtrak's five year simple sources and uses of cash statement assume operating and capital expenditures within each respective year are offset by its Federal operating and capital grant funds.

Amtrak is targeting cash balance improvements of \$55.5 million in FY15 and \$15 million in FY16 after declining by \$76.8 million in FY14 as the company works to accelerate its collection process, resolve contractual issues that delay customer payments and implement initiatives with vendors to reduce inventory lead time (see Balance Sheet, Revenue, and Operating Improvements in the chart above).

Amtrak's ending cash balance of \$325 million in FY15 excludes various restricted cash pools that must be set aside to meet ongoing obligations. These restricted cash pools consist of: a) escrow cash, b) outstanding check obligations, and c) cash committed to capital projects. The restricted cash pools are not available to Amtrak on a daily basis except for their stated purpose. \$54 million in escrow cash in FY15 is held by a small group of lenders. Beginning in FY17, some of the escrow cash will become available to Amtrak. \$30 million in FY15 in outstanding check obligations is set

aside to fund these checks when presented to Amtrak's bank for payment. Outstanding check obligations are recurring and reflected as an obligation during FY15 through FY19.

The \$325 million ending available cash balance in FY15 includes insurance receipts of \$30 million received during FY14 related to Amtrak's Super Storm Sandy insurance claim.

## DEBT AND DEBT SERVICE

### Exhibit [4–10] – Debt and Debt Service

| <i>(\$s in Millions)</i>                   | FY 2015          | FY 2016          | FY 2017          | FY 2018          | FY 2019          |
|--|------------------|------------------|------------------|------------------|------------------|
| <b>Beginning Debt Balance</b>              | \$1,285.7        | \$1,253.8        | \$1,192.4        | \$1,032.1        | \$925.3          |
| <b>Debt Increase</b>                       |                  |                  |                  |                  |                  |
| Projected 1st RRIF Loan Drawdowns          | 91.7             | 72.5             | 18.5             | 0.0              | 54.8             |
| Term Loan & Aramark Lease                  | 0.0              | 0.0              | 0.0              | 0.0              | 0.0              |
| <b>Debt Reduction</b>                      |                  |                  |                  |                  |                  |
| Principal Repayments (Includes RRIF )      | (119.6)          | (134.0)          | (178.8)          | (106.7)          | (116.2)          |
| Exercised EBOs                             | (3.9)            | 0.0              | 0.0              | 0.0              | 0.0              |
| <b>Ending Debt Balance</b>                 | <b>\$1,253.8</b> | <b>\$1,192.4</b> | <b>\$1,032.1</b> | <b>\$925.3</b>   | <b>\$864.0</b>   |
| <b>Debt Service</b>                        |                  |                  |                  |                  |                  |
| Principal Repayments                       | (\$109.4)        | (\$122.0)        | (\$165.4)        | (\$92.5)         | (\$100.5)        |
| Interest Expense                           | <u>(44.2)</u>    | <u>(38.1)</u>    | <u>(32.3)</u>    | <u>(22.7)</u>    | <u>(17.8)</u>    |
| <b>Sub Total- Paid by Federal Funding</b>  | <b>(153.7)</b>   | <b>(160.2)</b>   | <b>(197.7)</b>   | <b>(115.2)</b>   | <b>(118.3)</b>   |
| RRIF Principal Repayments                  | (10.1)           | (11.9)           | (13.4)           | (14.2)           | (15.7)           |
| RRIF Interest Expense                      | <u>(15.4)</u>    | <u>(17.7)</u>    | <u>(19.5)</u>    | <u>(19.7)</u>    | <u>(19.2)</u>    |
| <b>Sub Total RRIF- Paid by NEC Revenue</b> | <b>(25.5)</b>    | <b>(29.7)</b>    | <b>(32.9)</b>    | <b>(33.9)</b>    | <b>(34.8)</b>    |
| <b>Total Debt Service</b>                  | <b>(\$179.2)</b> | <b>(\$189.8)</b> | <b>(\$230.6)</b> | <b>(\$149.1)</b> | <b>(\$153.2)</b> |

Amtrak has cut its outstanding indebtedness over the past seven years from \$3.3 billion to \$1.3 billion as of September 30, 2014, a decline of 61%. Debt reduction was accomplished by a variety of means, including (i) exercise of lease early buyout options; (ii) negotiated early terminations of leases and loans; and (iii) scheduled principal amortization.

The current debt level of \$1.3 billion outstanding will be the lowest point at which Amtrak will stand over the next decade. The above debt schedule does not include debt for procurement of Next Generation High-Speed Trainsets.

Purchase of 28 NextGen Trainsets and related investments by Amtrak will require new debt to be incurred. This new debt, expected to amount to approximately \$2.7 billion in total, will be sourced via the FRA's RRIF loan program, and will permit a six-year deferral of repayment during the construction period and a twenty-five year mortgage-style repayment period.

## AMTRAK FINANCIAL STABILITY

Amtrak's financial stability and its ability to continue to provide passenger rail services depend upon and are influenced by numerous variables. The possibility exists that matters beyond Amtrak's control may alter its current estimate of capital and operating funding needs. Uncertainties regarding Government funding and the economy, weather events, and fluctuations in fuel prices are serious concerns. An economic downturn, particularly in the Northeast Corridor region, could lead to unfavorable results in ridership and revenues. Budgetary issues faced by some State partners could likewise pressure our operating budget needs. Risks that can impact Amtrak's operating and capital funding needs include:

- If Amtrak does not receive sufficient Federal government funding, Amtrak's ability to operate in its current form may be adversely affected.
- Amtrak's business is capital intensive, and without sufficient capital investment Amtrak will be unable to maintain and improve current infrastructure and rolling stock, much less make planned infrastructure and equipment investments to support growing demand.
- Instability or unavailability of Amtrak's information technology systems could have a detrimental effect on Amtrak's business.
- Legal proceedings may adversely affect Amtrak's business operations.
- Amtrak's business is subject to numerous operational risks – such as changes in general economic, weather or other conditions; equipment failure; disruption of its supply chain; war; acts of terrorism; and other catastrophic events – which could result in significant disruptions to Amtrak's operations, increased expenses or decreased revenue.
- Amtrak's costs and revenues could be substantially adversely or positively affected by competition from airlines, buses and other modes of transportation.
- Amtrak's business is vulnerable to decreasing fuel costs and disruptions in fuel supplies.
- Amtrak's business is subject to Federal, and in some cases state and local, laws and regulations.
- Amtrak's business is subject to environmental laws and regulations that may result in significant costs.
- Most of Amtrak's employees are covered by collective bargaining agreements, and failure to reach agreements may lead to labor dissatisfaction impacting the business and collateral, and distracting bargaining proceedings. The end of agreement cycles every three to five years will drive some rise in wage and benefit costs.
- Catastrophic events could result in liabilities exceeding Amtrak's insurance coverage.
- Amtrak has a mature work force, with substantial employee retirements expected in upcoming years, and therefore has large potential pension and other post-employment benefit obligations. Significant changes in the amount of those obligations could result from small changes in assumptions about health care cost trends and other variables.

Amtrak has significantly reduced its dependence on Federal operating support over the past several years. On a total company basis Amtrak will continue to require Federal operating support during the FY15 to FY19 period, although the company expects this aggregate need to continue to diminish in real dollars. Assuming these external risks to our business do not materialize, when the business



is viewed by segment, the Northeast Corridor does not require Federal operating support as a result of its significantly improved financial performance, but Amtrak will continue to require Federal operating support for State Supported and Long Distance services (see Exhibit 4-3).

Delivery of passenger rail services requires significant and increasing capital investment in Amtrak's infrastructure and rolling stock. The level of deferred infrastructure maintenance that has accumulated as a result of insufficient funding is well documented, as is the age of Amtrak's rolling stock. These assets must be improved and replaced in order to continue delivery of current services. Amtrak's plan to reinvest the operating surplus from NEC passenger rail services in NEC infrastructure and rolling stock (which is dependent upon full Federal funding of operating losses on other services), combined with PRIIA Section 212 funding requirements, mitigates, but does not eliminate, the need for Federal capital support in the NEC. Likewise, PRIIA Section 209 State funding requirements reduce but do not eliminate the need for Federal capital support for State Supported Services. Long Distance capital requirements are solely reliant upon Federal capital investment. Without adequate Federal capital investment, Amtrak's ability to deliver passenger rail services will be adversely impacted and could eventually end.

## METHODS OF ESTIMATION AND SIGNIFICANT ASSUMPTIONS

Each year Amtrak departments and Finance staff formulate one-year budget appropriation requests and five-year financial plan documents. These efforts are greatly impacted by the timing of Federal appropriations actions. Typically our planning cycles involve the following major milestones:

1. A detailed one-year budget is developed and published in February of each year as part of Amtrak's appropriations request justification.
2. Upon enactment of a Federal appropriation, the one-year budget is adjusted as necessary to match the appropriated amount.
3. A Five Year Financial Plan, beginning with the fiscal year of the appropriation, is developed concurrently to the one-year budget and finalized upon passage of the annual appropriations bill. Amtrak is required by its grant agreement to submit this document within sixty days of passage of the appropriations bill or October 1, whichever is later.

Although the Amtrak Office of the Inspector General (OIG) is a part of the National Railroad Passenger Corporation, Federal funding is appropriated directly to the OIG and is not a part of this budget.

### **Operating Five Year Plan**

The FY15 operating budget was developed by Amtrak's operating departments as a "zero-base" budget, governed by a targeted reduction to Amtrak's overall operating loss and the successful execution of our strategy and key initiatives. The budget process consisted of four rounds of refinements, reductions and reviews with the ultimate goal of creating an FY15 operating budget

that improved upon FY14 results. The plans for FY16 to FY19 were based on the FY15 budget, with the following adjustments:

1. Passenger Revenue was estimated for each year in a manner consistent with FY15.
2. State Supported Revenue was estimated in a manner consistent with the expected terms of the PRIIA Section 209 methodology.
3. All other revenue was estimated based on delivering services consistent with FY15, plus increases in fees paid by other rail operators to operate on the Northeast Corridor as directed by PRIIA Section 212.
4. FY15 Straight-time Wages for agreement-covered employees were inflated annually by continuing to apply the gross wage increase (GWI) pattern of the current contracts that expire June 30, 2015. For planning purposes only, this provision has been made for new GWIs during the FY15 to FY19 period. Actual GWI amounts, if any, will be determined by new contracts which are under negotiation.
5. FY15 Salaries for non-agreement employees include a provision for a modest merit-based annual salary increase.
6. Employee benefits were inflated by 4.6% annually, and include an increase in Pension and Other Post Retirement Benefit Plans based on AON's updated estimate of the accounting expense calculated using new mortality tables released by the Society of Actuaries for post-retirement benefit plan valuations.
7. Train Operations costs were increased to reflect new payments to other owners of Northeast Corridor assets as directed by PRIIA Section 212. These cost increases are offset by incremental access revenue, also directed by PRIIA Section 212.
8. Funding for key strategic initiatives described above was identified and accounted for as "StratEx" to provide focus and accountability in executing our FY15 plan.

The following is a description of major revenue and operating expense categories:

### Revenue

**Passenger Revenue** including ticket sales, was developed with the assistance of a consulting firm. The consultant employs a complex model that takes into account numerous factors such as population growth, shifts, and preferences; employment; household income; travel industry competition including the price of gasoline; economic conditions; service schedules; and proposed pricing actions.

**State Supported Revenue** was budgeted in accordance with existing State contracts and projected route performance in those States. Amtrak has 19 State partnerships to provide services for 30 routes. Each of these route agreements was renegotiated effective October 1, 2013 in compliance with PRIIA Section 209 which requires States to pay their full proportional share of the operating

costs of routes under 750 miles in length. These new agreement terms have resulted in a significant increase in Amtrak's budget for State Supported Revenue. In addition to this operating support, the terms of PRIIA Section 209 added \$54 million to Amtrak's capital funding in FY15 to maintain the rolling stock used to deliver State Supported Services.

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

- **Commuter Revenue:** Amtrak partners with the States or regional transportation authorities in Maryland, Florida, Connecticut, California and Washington to provide commuter services.
- **Reimbursable Revenue:** Amtrak performs reimbursable project work for a number of State agencies on an as-needed basis.
- **Commercial Development:** Amtrak leverages and maximizes revenue from its real estate holdings through retail, parking, advertising, real property leases/easements/sales and right-of-way fees.
- **Other Revenue:** Amtrak charges other railroads access fees in relation to their use of the NEC. Other revenue sources include resale of electric propulsion to state commuter agencies, commissions from co-branded credit cards, and revenue from other travel partners. This revenue increases beginning in FY16 due to provisions of PRIIA Section 212.

## Operating Expenses

**Salaries:** Salaries are budgeted for current and planned positions, with a modest merit-based salary increase provision each year.

**Wages:** Wage rates are governed by the labor agreements that remain in effect through and beyond the current terms. Agreements with all unions follow the same wage increase patterns, and accordingly all unions including those still not yet ratified were budgeted using the terms of the agreements. The final contractual General Wage Increase (GWI) for most agreements is January 1, 2015.<sup>10</sup> For planning purposes only, a provision has been made for new GWIs during FY15–FY19 period.

**Employee Benefits:** Employee benefit costs were calculated using total planned payroll expense across all business activity including capital and reimbursable projects. An outside consulting firm provided actuarial projections for the pension and retirement expense planning. Insurance costs were projected by Amtrak's Benefit Accounting group, with assistance from the outside firm, using the projected participation in each plan and the projected costs of those plans. Railroad taxes were planned in accordance with the prevailing tax rates applied to wage and salary budgets. Due to changes to benefit plans designed to limit cost increases – most notably the migration to “Consumer Directed” health care options for non-agreement personnel - the five year estimate of benefit costs is rising at a lower annual rate than in recent experience.

<sup>10</sup> The final contractual GWI for the Fraternal Order of Police is October 1, 2015

## Fuel, Power and Utilities

**Train Propulsion:** Electricity to power electric locomotives operating in the NEC was budgeted in accordance with projected contractual power costs and projected consumption based on the service schedule. Amtrak negotiates multi-year contracts for bulk electric power to be used for train propulsion. Northeast Corridor propulsion power distribution services are provided by seven utility companies and electric power generation services are mostly provided by two retail suppliers, Constellation New Energy and Direct Energy. Several contracts of varying lengths have been executed over the last year that will be effective in calendar year 2015.

Consumption of diesel fuel to power the off-corridor diesel locomotives was planned in accordance with the service schedule and historical per-mile consumption statistics. The price per gallon of diesel fuel was computed using a historic correlation between the price of oil (per barrel), retail gasoline, and diesel fuel. Diesel fuel prices vary by geographic region due to the sourcing, delivery and transportation options available in each area. The five year per-gallon price outlook was based on U.S. Department of Energy estimates.

**Utilities:** Utility budgets were developed with the assistance of an energy management consultant based upon historical utility cost analyses at a detail level.

## Other Expenses

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

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

**Casualty Claims:** Estimates for casualty claims including employee Federal Employers’ Liability Act (FELA) and passenger liability were developed with actuarial assistance from outside actuarial consultants.

## Capital Five-Year Plan

### **Tier discussion**

Capital Projects are allocated into the following three categories:

- Tier 1 – Compliance – Legally required, FRA/DOT compliance, other regulatory and executive requirements (e.g., station compliance with ADA; Positive Train Control (PTC) on the Northeast Corridor; Gateway projects; FRA mandated components of Level I equipment overhauls)

- Tier 2 – Maintain Performance – Projects that contributed to keeping the railroad operationally stable (e.g., SOGR projects, capitalized maintenance requirements, support services in IT, Operations)
- Tier 3 – Increase Performance – Enhancements of existing assets and services (e.g., revenue management software improvements, Quik-Trak updates, increased fraud protection)

Projects placed in Tier 3 (Increase Performance) are ranked based on the following criteria: a) Strategic Objective Priority, b) Impact on Performance Improvement, c) Financial Benefit, and d) Risk, and a final weighted score is generated. A ranking selection is performed by Tier.

**The following is a summary and description of the information that is required for Capital budget submissions in the form of a Business Case and Financial Model**

- Business Opportunity - What the project is trying to accomplish, the opportunity it will provide, and how the project aligns with the strategic plan.
- Project Description/Scope of Work - An overview of what the project is and a description of work to be performed.
- Financial Analysis – An overview of the benefits and return on investment the project will generate.
- Alternatives – A discussion on alternatives to doing/not doing the project and the benefits under each alternative.
- Recommendation – Recommended course of action for the selected alternative.
- Implementation plan – Description of the project plan and how it will be implemented, and any inherent risks associated with the implementation.
- Follow-Up/Project Success – A description of how the project benefits and performance will be tracked next to scope, schedule and budget.
- Conclusion – A discussion why the project should be approved for funding by Amtrak's Executive Committee.
- Funding Sources - The assumed source of funds that will pay for the project.
- National Environmental Policy Act (NEPA) Codes - Codes that describe the status of environmental impact of a project.
- Return on Investment Analysis - An analysis estimating the return on capital investment. All projects that claim business improvement benefits were required to have this analysis completed; state of good repair programs including rolling stock rehabilitation are excluded.

- Project Outcome and Performance Measures - A worksheet to input outcomes and performance measures. This is a brief description of major outcome or outcomes anticipated upon completion of the project, and the metrics to measure the outcome(s).
- Return on Investment (ROI) – A performance measure of profitability that indicates whether or not Amtrak is using its capital in an efficient manner, expressed as the ratio of net benefits derived from the project to the average capital employed.
- Net present value (NPV) – The discounted benefit/cost of a project taking into consideration the time value of money.
- Payback Period – The time between the start of a project until the time that the benefits achieved have “paid back” the costs of the investment.

# Appendix

## FY 2015 – FY 2019 SUMMARY METRICS

### Summary Metrics - National Train Service

National Train Services does not include Ancillary or Infrastructure routes

|   | FY 2015     | FY 2016     | FY 2017     | FY 2018     | FY 2019     |
|---|-------------|-------------|-------------|-------------|-------------|
| <b>KPIs</b>   |             |             |             |             |             |
| RASM - Revenue per Seat Mile (a)                    | \$0.202     | \$0.209     | \$0.217     | \$0.225     | \$0.232     |
| CASM - Expenses per Seat Mile (b)                   | \$0.219     | \$0.225     | \$0.232     | \$0.240     | \$0.246     |
| Cost Recovery Ratio (c)                             | 92.3%       | 93.0%       | 93.5%       | 94.0%       | 94.3%       |
| Ridership (000's)                                   | 31,573      | 32,077      | 32,556      | 33,018      | 33,427      |
| Passenger Miles per total core employee (000's) (d) | 31          | 32          | 32          | 33          | 33          |
| On-Time Performance (Endpoint)                      | n/a         | n/a         | n/a         | n/a         | n/a         |
| Customer Satisfaction Index                         | 78          | n/a         | n/a         | n/a         | n/a         |
| Host Railroad Performance (e)                       | 900         | 900         | 900         | 900         | 900         |
| <b>Other Indicators</b>                             |             |             |             |             |             |
| Seat Miles (000's)                                  | 13,055,330  | 13,093,940  | 13,052,230  | 13,054,620  | 13,056,430  |
| Passenger Miles (000's)                             | 6,746,989   | 6,897,920   | 7,009,724   | 7,116,233   | 7,209,198   |
| Train Miles (000's)                                 | 38,914      | 39,028      | 38,903      | 38,912      | 38,915      |
| Average Load Factor                                 | 51.7%       | 52.7%       | 53.7%       | 54.5%       | 55.2%       |
| Core diesel gallons per train mile (f)              | n/a         | n/a         | n/a         | n/a         | n/a         |
| Seat Miles per total core employee (000's) (g)      | 61          | 61          | 61          | 61          | 61          |
| Equipment - % of Units in Service:                  |             |             |             |             |             |
| Locomotive Fleet                                    | 84.2%       | 84.7%       | 85.0%       | 85.2%       | n/a         |
| Passenger Fleet                                     | 89.2%       | 89.4%       | 89.6%       | 89.8%       | n/a         |
| Unadjusted Ticket Revenue (\$000's)                 | \$2,279,759 | \$2,370,956 | \$2,459,873 | \$2,546,033 | \$2,628,816 |
| Average Ticket Yield                                | \$0.3379    | \$0.3437    | \$0.3509    | \$0.3578    | \$0.3646    |
| Average Ticket Price                                | \$72.21     | \$73.92     | \$75.56     | \$77.11     | \$78.64     |
| Core Revenue per Train Mile (h)                     | \$67.87     | \$70.14     | \$72.90     | \$75.61     | \$77.91     |
| Core Expenses per Train Mile (i)                    | \$73.58     | \$75.49     | \$77.99     | \$80.51     | \$82.64     |
| Operating Ratio (j)                                 | 1.08        | 1.08        | 1.07        | 1.06        | 1.06        |
| Average cost per gallon of diesel (k)               | \$3.45      | \$3.27      | \$3.33      | \$3.33      | \$3.34      |

**Notes:**

- (a) This is calculated as NTS Total Revenue divided by Available Seat Miles to be consistent with the KPI's.
- (b) This is calculated as NTS Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEB's divided by Available Seat Miles.
- (c) This is calculated as RASM divided by CASM.
- (d) Average monthly Passenger Miles divided by year-end headcount.
- (e) Average monthly minutes of delay per ten thousand Train Miles.
- (f) This is calculated as Total Diesel Gallons excluding those used for commuter services.
- (g) Average monthly Seat Miles divided by year-end headcount.
- (h) This is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.
- (i) This is calculated as Total Core Expense less Depreciation and non-cash OPEB's divided by Total Train Miles. The calculation excludes Ancillary and Infrastructure activities.
- (j) This YTD measure is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEB's and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and Infrastructure activities.
- (k) This is calculated as Total Diesel Fuel Costs for all of Amtrak, excluding those used for commuter services, divided by Total Diesel Gallons, excluding those used for commuter services.



## Summary Metrics - Northeast Corridor

|   | FY 2015     | FY 2016     | FY 2017     | FY 2018     | FY 2019     |
|---|-------------|-------------|-------------|-------------|-------------|
| <b><u>KPIs</u></b>                                  |             |             |             |             |             |
| RASM - Revenue per Seat Mile (a)                    | \$0.357     | \$0.371     | \$0.387     | \$0.403     | \$0.415     |
| CASM - Expenses per Seat Mile (b)                   | \$0.220     | \$0.228     | \$0.239     | \$0.250     | \$0.259     |
| Cost Recovery Ratio (c)                             | 162.5%      | 162.7%      | 162.2%      | 161.2%      | 160.4%      |
| Ridership (000's)                                   | 11,724      | 12,076      | 12,250      | 12,423      | 12,571      |
| Passenger Miles per total core employee (000's) (d) | 33          | 33          | 33          | 33          | 34          |
| On-Time Performance (Endpoint)                      | n/a         | n/a         | n/a         | n/a         | n/a         |
| Customer Satisfaction Index                         | 75          | n/a         | n/a         | n/a         | n/a         |
| Host Railroad Performance (e)                       | n/a         | n/a         | n/a         | n/a         | n/a         |
| <b><u>Other Indicators</u></b>                      |             |             |             |             |             |
| Seat Miles (000's)                                  | 3,574,810   | 3,588,030   | 3,574,140   | 3,575,370   | 3,577,720   |
| Passenger Miles (000's)                             | 1,927,293   | 2,003,841   | 2,032,202   | 2,060,730   | 2,084,976   |
| Train Miles (000's)                                 | 9,381       | 9,416       | 9,378       | 9,382       | 9,389       |
| Average Load Factor                                 | 53.9%       | 55.8%       | 56.9%       | 57.6%       | 58.3%       |
| Core diesel gallons per train mile (f)              | n/a         | n/a         | n/a         | n/a         | n/a         |
| Seat Miles per total core employee (000's) (g)      | 61          | 60          | 59          | 58          | 58          |
| Equipment - % of Units in Service:                  |             |             |             |             |             |
| Locomotive Fleet                                    | n/a         | n/a         | n/a         | n/a         | n/a         |
| Passenger Fleet                                     | n/a         | n/a         | n/a         | n/a         | n/a         |
| Unadjusted Ticket Revenue (\$000's)                 | \$1,239,207 | \$1,297,308 | \$1,345,348 | \$1,391,580 | \$1,435,424 |
| Average Ticket Yield                                | \$0.6430    | \$0.6474    | \$0.6620    | \$0.6753    | \$0.6885    |
| Average Ticket Price                                | \$105.70    | \$107.43    | \$109.82    | \$112.01    | \$114.19    |
| Core Revenue per Train Mile (h)                     | \$136.04    | \$141.46    | \$147.59    | \$153.67    | \$158.29    |
| Core Expenses per Train Mile (i)                    | \$83.90     | \$87.15     | \$91.19     | \$95.51     | \$98.89     |
| Operating Ratio (j)                                 | 0.62        | 0.61        | 0.62        | 0.62        | 0.62        |
| Average cost per gallon of diesel                   | n/a         | n/a         | n/a         | n/a         | n/a         |

## Notes:

- (a) This is calculated as NEC Total Revenue divided by Available Seat Miles to be consistent with the KPI's.
- (b) This is calculated as NEC Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEB's divided by Available Seat Miles.
- (c) This is calculated as RASM divided by CASM.
- (d) Average monthly Passenger Miles divided by year-end headcount.
- (e) Average monthly minutes of delay per ten thousand Train Miles.
- (f) This is calculated as Total Diesel Gallons excluding those used for commuter services.
- (g) Average monthly Seat Miles divided by year-end headcount.
- (h) This is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.
- (i) This is calculated as Total Core Expense less Depreciation and non-cash OPEB's divided by Total Train Miles. The calculation excludes Ancillary and Infrastructure activities.
- (j) This YTD measure is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEB's and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and infrastructure activities.

## Summary Metrics - State Supported

|   | FY 2015   | FY 2016   | FY 2017   | FY 2018   | FY 2019   |
|---|-----------|-----------|-----------|-----------|-----------|
| <b><u>KPIs</u></b>                                  |           |           |           |           |           |
| RASM - Revenue per Seat Mile (a)                    | \$0.172   | \$0.177   | \$0.182   | \$0.188   | \$0.193   |
| CASM - Expenses per Seat Mile (b)                   | \$0.191   | \$0.195   | \$0.200   | \$0.205   | \$0.210   |
| Cost Recovery Ratio (c)                             | 90.1%     | 90.6%     | 91.0%     | 91.4%     | 91.8%     |
| Ridership (000's)                                   | 15,264    | 15,326    | 15,541    | 15,719    | 15,880    |
| Passenger Miles per total core employee (000's) (d) | 31        | 31        | 32        | 32        | 33        |
| On-Time Performance (Endpoint)                      | n/a       | n/a       | n/a       | n/a       | n/a       |
| Customer Satisfaction Index                         | 83        | n/a       | n/a       | n/a       | n/a       |
| Host Railroad Performance (e)                       | n/a       | n/a       | n/a       | n/a       | n/a       |
| <b><u>Other Indicators</u></b>                      |           |           |           |           |           |
| Seat Miles (000's)                                  | 4,622,530 | 4,634,220 | 4,620,360 | 4,620,450 | 4,621,240 |
| Passenger Miles (000's)                             | 2,043,357 | 2,051,936 | 2,081,229 | 2,105,522 | 2,127,047 |
| Train Miles (000's)                                 | 14,426    | 14,462    | 14,419    | 14,420    | 14,422    |
| Average Load Factor                                 | 44.2%     | 44.3%     | 45.0%     | 45.6%     | 46.0%     |
| Core diesel gallons per train mile (f)              | n/a       | n/a       | n/a       | n/a       | n/a       |
| Seat Miles per total core employee (000's) (g)      | 70        | 70        | 70        | 71        | 71        |
| Equipment - % of Units in Service:                  |           |           |           |           |           |
| Locomotive Fleet                                    | n/a       | n/a       | n/a       | n/a       | n/a       |
| Passenger Fleet                                     | n/a       | n/a       | n/a       | n/a       | n/a       |
| Unadjusted Ticket Revenue (\$000's)                 | \$512,108 | \$531,674 | \$550,075 | \$567,563 | \$584,904 |
| Average Ticket Yield                                | \$0.2506  | \$0.2591  | \$0.2643  | \$0.2696  | \$0.2750  |
| Average Ticket Price                                | \$33.55   | \$34.69   | \$35.40   | \$36.11   | \$36.83   |
| Core Revenue per Train Mile (h)                     | \$55.12   | \$56.63   | \$58.45   | \$60.12   | \$61.70   |
| Core Expenses per Train Mile (i)                    | \$61.15   | \$62.52   | \$64.23   | \$65.77   | \$67.22   |
| Operating Ratio (j)                                 | 1.11      | 1.10      | 1.10      | 1.09      | 1.09      |
| Average cost per gallon of diesel                   | n/a       | n/a       | n/a       | n/a       | n/a       |

## Notes:

- (a) This is calculated as State Supported Total Revenue divided by Available Seat Miles to be consistent with the KPI's.
- (b) This is calculated as State Supported Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEB's divided by Available Seat Miles.
- (c) This is calculated as RASM divided by CASM.
- (d) Average monthly Passenger Miles divided by year-end headcount.
- (e) Average monthly minutes of delay per ten thousand Train Miles.
- (f) This is calculated as Total Diesel Gallons excluding those used for commuter services.
- (g) Average monthly Seat Miles divided by year-end headcount.
- (h) This is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.
- (i) This is calculated as Total Core Expense less Depreciation and non-cash OPEB's divided by Total Train Miles. The calculation excludes Ancillary and Infrastructure activities.
- (j) This YTD measure is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEB's and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and infrastructure activities.

## Summary Metrics - Long Distance

|   | FY 2015   | FY 2016   | FY 2017   | FY 2018   | FY 2019   |
|---|-----------|-----------|-----------|-----------|-----------|
| <b><u>KPIs</u></b>                                  |           |           |           |           |           |
| RASM - Revenue per Seat Mile (a)                    | \$0.117   | \$0.120   | \$0.125   | \$0.130   | \$0.135   |
| CASM - Expenses per Seat Mile (b)                   | \$0.246   | \$0.251   | \$0.258   | \$0.265   | \$0.271   |
| Cost Recovery Ratio (c)                             | 47.7%     | 48.0%     | 48.6%     | 49.2%     | 49.8%     |
| Ridership (000's)                                   | 4,585     | 4,674     | 4,766     | 4,876     | 4,976     |
| Passenger Miles per total core employee (000's) (d) | 31        | 32        | 32        | 33        | 34        |
| On-Time Performance (Endpoint)                      | n/a       | n/a       | n/a       | n/a       | n/a       |
| Customer Satisfaction Index                         | 70        | n/a       | n/a       | n/a       | n/a       |
| Host Railroad Performance (e)                       | n/a       | n/a       | n/a       | n/a       | n/a       |
| <b><u>Other Indicators</u></b>                      |           |           |           |           |           |
| Seat Miles (000's)                                  | 4,857,990 | 4,871,690 | 4,857,730 | 4,858,800 | 4,857,470 |
| Passenger Miles (000's)                             | 2,776,339 | 2,842,143 | 2,896,294 | 2,949,982 | 2,997,176 |
| Train Miles (000's)                                 | 15,108    | 15,150    | 15,106    | 15,110    | 15,105    |
| Average Load Factor                                 | 57.1%     | 58.3%     | 59.6%     | 60.7%     | 61.7%     |
| Core diesel gallons per train mile (f)              | n/a       | n/a       | n/a       | n/a       | n/a       |
| Seat Miles per total core employee (000's) (g)      | 54        | 55        | 55        | 55        | 55        |
| Equipment - % of Units in Service:                  |           |           |           |           |           |
| Locomotive Fleet                                    | n/a       | n/a       | n/a       | n/a       | n/a       |
| Passenger Fleet                                     | n/a       | n/a       | n/a       | n/a       | n/a       |
| Unadjusted Ticket Revenue (\$000's)                 | \$535,765 | \$549,876 | \$572,532 | \$595,142 | \$616,904 |
| Average Ticket Yield                                | \$0.1930  | \$0.1935  | \$0.1977  | \$0.2017  | \$0.2058  |
| Average Ticket Price                                | \$116.84  | \$117.64  | \$120.14  | \$122.06  | \$123.98  |
| Core Revenue per Train Mile (h)                     | \$37.72   | \$38.70   | \$40.31   | \$41.92   | \$43.42   |
| Core Expenses per Train Mile (i)                    | \$79.04   | \$80.62   | \$82.92   | \$85.27   | \$87.27   |
| Operating Ratio (j)                                 | 2.10      | 2.08      | 2.06      | 2.03      | 2.01      |
| Average cost per gallon of diesel                   | n/a       | n/a       | n/a       | n/a       | n/a       |

## Notes:

- (a) This is calculated as Long Distance Total Revenue divided by Available Seat Miles to be consistent with the KPI's.
- (b) This is calculated as Long Distance Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEB's divided by Available Seat Miles.
- (c) This is calculated as RASM divided by CASM.
- (d) Average monthly Passenger Miles divided by year-end headcount.
- (e) Average monthly minutes of delay per ten thousand Train Miles.
- (f) This is calculated as Total Diesel Gallons excluding those used for commuter services.
- (g) Average monthly Seat Miles divided by year-end headcount.
- (h) This is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.
- (i) This is calculated as Total Core Expense less Depreciation and non-cash OPEB's divided by Total Train Miles. The calculation excludes Ancillary and Infrastructure activities.
- (j) This YTD measure is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEB's and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and infrastructure activities.

## FY 2015 – FY 2019 BUDGET STATISTICS BY ROUTE

## National Railroad Passenger Corporation (Amtrak)

FY 2015 Data <sup>(1)</sup>

Dollars in Millions except Contr./Loss per Rider statistics

| <i>(\$s in millions)</i>                     | Ridership         | Revenue          | Expense          | Allocation of<br>Capital Projects <sup>(2)</sup> | Contr./Loss<br>per Rider | Avg. PM per<br>Core employee<br>(000's) <sup>(3)</sup> | Avg. SM per<br>Core employee<br>(000's) <sup>(3)</sup> |
|--|-------------------|------------------|------------------|--|--------------------------|--|--|
| Acela  | 3,571,800         | \$625.8          | \$332.1          | \$250.3  | \$82.23                  | 27   | 44   |
| Regional                                     | 8,136,700         | \$648.4          | \$451.3          | \$309.7  | \$24.22                  | 37   | 73   |
| NEC Special Trains                           | 15,600            | \$2.0            | \$2.1            | \$4.7  | (\$9.72)                 | 18   | 58   |
| <b>NEC Spine</b>                             | <b>11,724,100</b> | <b>\$1,276.1</b> | <b>\$785.5</b>   | <b>\$564.8</b>                                   | <b>\$41.85</b>           | <b>33</b>  | <b>61</b>  |
| Ethan Allen Express                          | 54,200            | \$5.4            | \$6.1            | \$0.7  | (\$13.70)                | 22   | 50   |
| Vermont                                      | 101,200           | \$7.2            | \$11.4           | \$1.7  | (\$42.12)                | 32   | 65   |
| Maple Leaf                                   | 421,300           | \$30.4           | \$31.6           | \$7.3  | (\$2.79)                 | 53   | 95   |
| The Downeaster                               | 570,000           | \$13.7           | \$17.0           | \$4.5  | (\$5.85)                 | 37   | 101  |
| New Haven - Springfield                      | 374,400           | \$28.0           | \$23.8           | \$2.8  | \$11.23                  | 18   | 38   |
| Keystone Service                             | 1,342,300         | \$46.4           | \$65.5           | \$7.9  | (\$14.23)                | 24   | 59   |
| Empire Service                               | 1,144,900         | \$54.6           | \$82.5           | \$11.5   | (\$24.37)                | 22   | 59   |
| Chicago-St.Louis                             | 665,500           | \$36.5           | \$39.1           | \$7.8  | (\$3.96)                 | 40   | 79   |
| Hiawathas                                    | 843,800           | \$21.9           | \$22.3           | \$4.1  | (\$0.44)                 | 41   | 103  |
| Wolverines                                   | 514,000           | \$33.8           | \$33.5           | \$6.3  | \$0.64                   | 43   | 83   |
| Illini                                       | 345,400           | \$19.5           | \$17.7           | \$4.3  | \$5.32                   | 47   | 99   |
| Illinois Zephyr                              | 235,600           | \$15.7           | \$14.3           | \$3.6  | \$5.97                   | 36   | 90   |
| Heartland Flyer                              | 85,800            | \$7.5            | \$9.2            | \$1.4  | (\$20.36)                | 21   | 47   |
| Pacific Surfliner                            | 2,752,200         | \$108.3          | \$108.1          | \$15.1   | \$0.08                   | 29   | 96   |
| Cascades                                     | 803,600           | \$59.3           | \$70.0           | \$9.0  | (\$13.39)                | 24   | 41   |
| Capitols                                     | 1,404,700         | \$60.3           | \$77.5           | \$11.2   | (\$12.22)                | 16   | 66   |
| San Joaquins                                 | 1,256,200         | \$85.6           | \$78.6           | \$12.8   | \$5.61                   | 30   | 69   |
| Adirondack                                   | 133,000           | \$13.2           | \$14.8           | \$1.7  | (\$12.15)                | 37   | 45   |
| Blue Water                                   | 209,800           | \$12.0           | \$14.1           | \$2.2  | (\$9.96)                 | 40   | 79   |
| Washington-Lynchburg                         | 196,600           | \$13.4           | \$8.3            | \$1.2  | \$25.83                  | 71   | 98   |
| Washington-Newport News                      | 360,700           | \$28.6           | \$16.1           | \$2.7  | \$34.72                  | 66   | 93   |
| Washington - Norfolk                         | 158,100           | \$9.6            | \$6.5            | \$1.6  | \$19.54                  | 57   | 157  |
| Washington - Richmond                        | 195,900           | \$10.3           | \$36.4           | \$2.1  | (\$133.42)               | 11   | 23   |
| Hoosier State                                | 34,700            | \$3.3            | \$4.3            | \$0.8  | (\$29.34)                | 17   | 34   |
| Kansas City-St.Louis                         | 204,400           | \$15.1           | \$13.7           | \$3.8  | \$7.08                   | 37   | 80   |
| Pennsylvanian                                | 239,900           | \$14.1           | \$16.8           | \$2.6  | (\$11.40)                | 45   | 64   |
| Pere Marquette                               | 111,100           | \$6.3            | \$7.0            | \$1.2  | (\$6.40)                 | 32   | 55   |
| Carolinian                                   | 318,500           | \$24.0           | \$23.3           | \$3.2  | \$2.32                   | 54   | 65   |
| Piedmont                                     | 177,600           | \$7.2            | \$9.4            | \$2.4  | (\$12.50)                | 27   | 59   |
| Non NEC Special Trains                       | 23,200            | \$4.0            | \$3.2            | \$0.4  | \$34.23                  | 20   | 25   |
| <b>State Supported Routes</b>                | <b>15,278,600</b> | <b>\$795.1</b>   | <b>\$882.1</b>   | <b>\$138.1</b>                                   | <b>(\$5.69)</b>          | <b>31</b>  | <b>70</b>  |
| Silver Star                                  | 415,300           | \$46.4           | \$90.7           | \$15.7   | (\$106.59)               | 31   | 50   |
| Cardinal                                     | 111,000           | \$8.5            | \$29.0           | \$5.1  | (\$184.35)               | 21   | 38   |
| Silver Meteor                                | 358,400           | \$42.8           | \$83.5           | \$14.4   | (\$113.63)               | 36   | 55   |
| Empire Builder                               | 457,900           | \$63.4           | \$114.6          | \$28.0   | (\$111.96)               | 38   | 94   |
| Capitol Limited                              | 240,800           | \$22.8           | \$51.2           | \$8.1  | (\$117.83)               | 30   | 44   |
| California Zephyr                            | 361,300           | \$53.2           | \$126.2          | \$25.4   | (\$202.05)               | 31   | 54   |
| Southwest Chief                              | 343,600           | \$47.7           | \$131.3          | \$23.6   | (\$243.22)               | 29   | 49   |
| City of New Orleans                          | 245,800           | \$21.5           | \$46.1           | \$9.8  | (\$100.09)               | 31   | 51   |
| Texas Eagle                                  | 324,700           | \$28.2           | \$59.3           | \$13.2   | (\$95.79)                | 40   | 57   |
| Sunset Limited                               | 98,800            | \$13.8           | \$64.0           | \$9.0  | (\$507.84)               | 17   | 35   |
| Coast Starlight                              | 461,700           | \$47.7           | \$122.4          | \$14.5   | (\$161.82)               | 25   | 40   |
| Lake Shore Limited                           | 376,900           | \$34.1           | \$66.2           | \$12.0   | (\$85.14)                | 39   | 65   |
| Palmetto                                     | 217,900           | \$19.8           | \$33.3           | \$8.4  | (\$62.15)                | 35   | 76   |
| Crescent                                     | 297,500           | \$36.2           | \$75.8           | \$14.1   | (\$133.27)               | 27   | 53   |
| Auto Train                                   | 273,800           | \$83.8           | \$100.8          | \$8.8  | (\$62.00)                | 31   | 45   |
| <b>Long Distance Routes</b>                  | <b>4,585,400</b>  | <b>\$569.9</b>   | <b>\$1,194.4</b> | <b>\$210.2</b>                                   | <b>(\$136.20)</b>        | <b>31</b>  | <b>54</b>  |
| <b>National Train Service <sup>(4)</sup></b> | <b>31,588,100</b> | <b>\$2,641.1</b> | <b>\$2,861.9</b> | <b>\$913.0</b>                                   | <b>(\$6.99)</b>          | <b>31</b>  | <b>61</b>  |
| <b>Non-Allocated Capital <sup>(5)</sup></b>  |                   |                  |                  | <b>\$77.7</b>                                    |                          |  |  |
| <b>Total Federal Capital</b>                 |                   |                  |                  | <b>\$990.7</b>                                   |                          |  |  |

<sup>(1)</sup> Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEB's, PRJ and Interest.<sup>(2)</sup> This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.<sup>(3)</sup> Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.<sup>(4)</sup> National Train Service does not include Ancillary or Infrastructure routes.<sup>(5)</sup> Non-Allocated Capital category represents Corporate Development Business Line.

## National Railroad Passenger Corporation (Amtrak)

FY 2016 Data <sup>(1)</sup>

Dollars in Millions except Contr./Loss per Rider statistics

| (\$s in millions)                            | Allocation of     |                  |                  |                                 | Contr./Loss<br>per Rider | Avg. PM per<br>Core employee<br>(000's) <sup>(3)</sup> | Avg. SM per<br>Core employee<br>(000's) <sup>(3)</sup> |
|--|-------------------|------------------|------------------|---------------------------------|--------------------------|--|--|
|  | Ridership         | Revenue          | Expense          | Capital Projects <sup>(2)</sup> |                          |  |  |
| Acela  | 3,683,620         | \$655.1          | \$337.4          | \$460.2                         | \$86.25                  | 28   | 44   |
| Regional                                     | 8,374,860         | \$674.3          | \$479.5          | \$697.2                         | \$23.27                  | 37   | 71   |
| NEC Special Trains                           | 17,420            | \$2.6            | \$2.1            | \$10.6                          | \$31.14                  | 21   | 62   |
| <b>NEC Spine</b>                             | <b>12,075,900</b> | <b>\$1,332.1</b> | <b>\$819.0</b>   | <b>\$1,168.0</b>                | <b>\$42.49</b>           | <b>33</b>  | <b>60</b>  |
| Ethan Allen Express                          | 54,140            | \$5.6            | \$6.5            | \$1.2                           | (\$17.09)                | 21   | 49   |
| Vermont                                      | 103,480           | \$7.5            | \$12.3           | \$2.8                           | (\$47.13)                | 31   | 62   |
| Maple Leaf                                   | 418,080           | \$30.7           | \$32.2           | \$12.0                          | (\$3.58)                 | 53   | 96   |
| The Downeaster                               | 549,580           | \$13.7           | \$17.2           | \$7.4                           | (\$6.40)                 | 36   | 103  |
| New Haven - Springfield                      | 380,520           | \$28.7           | \$25.6           | \$4.6                           | \$8.15                   | 18   | 36   |
| Keystone Service                             | 1,373,120         | \$47.3           | \$64.0           | \$13.0                          | (\$12.21)                | 26   | 62   |
| Empire Service                               | 1,153,720         | \$56.4           | \$83.8           | \$18.9                          | (\$23.73)                | 23   | 60   |
| Chicago-St.Louis                             | 665,000           | \$37.0           | \$41.4           | \$12.8                          | (\$6.61)                 | 39   | 77   |
| Hiawathas                                    | 829,700           | \$22.8           | \$23.2           | \$6.7                           | (\$0.52)                 | 39   | 101  |
| Wolverines                                   | 525,020           | \$34.7           | \$36.0           | \$10.4                          | (\$2.41)                 | 42   | 80   |
| Illini                                       | 336,000           | \$19.8           | \$18.5           | \$7.0                           | \$3.87                   | 45   | 97   |
| Illinois Zephyr                              | 224,880           | \$15.9           | \$15.2           | \$5.9                           | \$3.04                   | 33   | 87   |
| Heartland Flyer                              | 83,760            | \$7.6            | \$10.4           | \$2.4                           | (\$33.27)                | 19   | 43   |
| Pacific Surfliner                            | 2,786,740         | \$111.5          | \$108.4          | \$24.8                          | \$1.12                   | 30   | 98   |
| Cascades                                     | 791,960           | \$65.0           | \$73.3           | \$14.9                          | (\$10.58)                | 23   | 40   |
| Capitols                                     | 1,418,340         | \$62.1           | \$79.1           | \$18.3                          | (\$11.95)                | 17   | 67   |
| San Joaquins                                 | 1,255,020         | \$88.0           | \$81.3           | \$21.0                          | \$5.36                   | 29   | 69   |
| Adirondack                                   | 137,140           | \$13.8           | \$15.5           | \$2.8                           | (\$12.27)                | 38   | 44   |
| Blue Water                                   | 203,660           | \$12.2           | \$15.5           | \$3.6                           | (\$16.23)                | 37   | 74   |
| Washington-Lynchburg                         | 197,940           | \$13.6           | \$8.6            | \$2.0                           | \$24.98                  | 70   | 97   |
| Washington-Newport News                      | 358,700           | \$29.0           | \$16.7           | \$4.5                           | \$34.18                  | 65   | 92   |
| Washington - Norfolk                         | 156,100           | \$9.8            | \$6.6            | \$2.6                           | \$20.55                  | 58   | 160  |
| Washington - Richmond                        | 198,740           | \$10.6           | \$29.3           | \$3.5                           | (\$94.19)                | 14   | 30   |
| Hoosier State                                | 34,960            | \$3.4            | \$6.3            | \$1.3                           | (\$83.31)                | 12   | 24   |
| Kansas City-St.Louis                         | 205,660           | \$15.4           | \$14.6           | \$6.2                           | \$4.14                   | 36   | 78   |
| Pennsylvanian                                | 241,660           | \$14.3           | \$17.5           | \$4.2                           | (\$12.89)                | 45   | 63   |
| Pere Marquette                               | 107,080           | \$6.4            | \$8.1            | \$2.0                           | (\$15.66)                | 28   | 49   |
| Carolinian                                   | 325,620           | \$24.8           | \$23.9           | \$5.3                           | \$2.81                   | 55   | 65   |
| Piedmont                                     | 183,560           | \$7.5            | \$10.1           | \$4.0                           | (\$14.30)                | 27   | 56   |
| Non NEC Special Trains                       | 26,580            | \$3.9            | \$3.1            | \$0.6                           | \$31.83                  | 19   | 27   |
| <b>State Supported Routes</b>                | <b>15,326,460</b> | <b>\$818.9</b>   | <b>\$904.2</b>   | <b>\$226.7</b>                  | <b>(\$5.56)</b>          | <b>31</b>  | <b>70</b>  |
| Silver Star                                  | 419,240           | \$41.1           | \$93.6           | \$24.3                          | (\$125.19)               | 31   | 49   |
| Cardinal                                     | 111,500           | \$8.9            | \$30.0           | \$8.0                           | (\$189.00)               | 21   | 37   |
| Silver Meteor                                | 359,210           | \$44.1           | \$86.3           | \$22.4                          | (\$117.69)               | 35   | 54   |
| Empire Builder                               | 458,640           | \$62.1           | \$117.2          | \$43.4                          | (\$120.15)               | 39   | 95   |
| Capitol Limited                              | 240,000           | \$23.9           | \$53.6           | \$12.7                          | (\$123.64)               | 29   | 43   |
| California Zephyr                            | 371,360           | \$56.9           | \$129.6          | \$39.5                          | (\$195.57)               | 32   | 54   |
| Southwest Chief                              | 357,460           | \$50.5           | \$135.3          | \$36.7                          | (\$237.20)               | 31   | 49   |
| City of New Orleans                          | 257,910           | \$22.7           | \$47.8           | \$15.2                          | (\$96.98)                | 33   | 50   |
| Texas Eagle                                  | 332,780           | \$30.6           | \$60.7           | \$20.5                          | (\$90.53)                | 41   | 57   |
| Sunset Limited                               | 102,640           | \$14.2           | \$66.7           | \$13.9                          | (\$512.22)               | 17   | 34   |
| Coast Starlight                              | 478,650           | \$50.4           | \$124.8          | \$22.5                          | (\$155.55)               | 26   | 40   |
| Lake Shore Limited                           | 379,760           | \$35.6           | \$65.7           | \$18.6                          | (\$79.21)                | 40   | 67   |
| Palmetto                                     | 221,650           | \$20.5           | \$34.5           | \$13.0                          | (\$63.08)                | 36   | 76   |
| Crescent                                     | 300,250           | \$37.8           | \$78.8           | \$22.0                          | (\$136.35)               | 28   | 52   |
| Auto Train                                   | 283,190           | \$87.0           | \$97.0           | \$14.2                          | (\$35.39)                | 34   | 48   |
| <b>Long Distance Routes</b>                  | <b>4,674,240</b>  | <b>\$586.4</b>   | <b>\$1,221.6</b> | <b>\$326.8</b>                  | <b>(\$135.90)</b>        | <b>32</b>  | <b>55</b>  |
| <b>National Train Service <sup>(4)</sup></b> | <b>32,076,600</b> | <b>\$2,737.4</b> | <b>\$2,944.7</b> | <b>\$1,721.5</b>                | <b>(\$6.46)</b>          | <b>32</b>  | <b>61</b>  |
| <b>Non-Allocated Capital <sup>(5)</sup></b>  |                   |                  |                  | <b>\$82.3</b>                   |                          |  |  |
| <b>Total Federal Capital</b>                 |                   |                  |                  | <b>\$1,803.9</b>                |                          |  |  |

<sup>(1)</sup> Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEB's, PRJ and Interest.<sup>(2)</sup> This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.<sup>(3)</sup> Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.<sup>(4)</sup> National Train Service does not include Ancillary or Infrastructure routes.<sup>(5)</sup> Non-Allocated Capital category represents Corporate Development Business Line.

## National Railroad Passenger Corporation (Amtrak)

FY 2017 Data <sup>(1)</sup>

Dollars in Millions except Contr./Loss per Rider statistics

| (\$s in millions)                            | Allocation of     |                  |                  |                                 | Contr./Loss<br>per Rider | Avg. PM per<br>Core employee<br>(000's) <sup>(3)</sup> | Avg. SM per<br>Core employee<br>(000's) <sup>(3)</sup> |
|--|-------------------|------------------|------------------|---------------------------------|--------------------------|--|--|
|  | Ridership         | Revenue          | Expense          | Capital Projects <sup>(2)</sup> |                          |  |  |
| Acela  | 3,721,180         | \$678.7          | \$357.2          | \$573.5                         | \$86.38                  | 28   | 43   |
| Regional                                     | 8,511,250         | \$702.8          | \$494.1          | \$934.3                         | \$24.52                  | 38   | 70   |
| NEC Special Trains                           | 17,560            | \$2.7            | \$2.2            | \$14.2                          | \$28.26                  | 21   | 60   |
| <b>NEC Spine</b>                             | <b>12,249,990</b> | <b>\$1,384.1</b> | <b>\$853.5</b>   | <b>\$1,521.9</b>                | <b>\$43.32</b>           | <b>33</b>  | <b>59</b>  |
| Ethan Allen Express                          | 54,700            | \$5.7            | \$6.2            | \$1.3                           | (\$7.72)                 | 23   | 53   |
| Vermont                                      | 104,380           | \$7.7            | \$12.2           | \$3.2                           | (\$42.82)                | 32   | 64   |
| Maple Leaf                                   | 421,720           | \$31.6           | \$32.6           | \$13.7                          | (\$2.41)                 | 54   | 97   |
| The Downeaster                               | 557,750           | \$14.1           | \$17.3           | \$8.5                           | (\$5.58)                 | 38   | 105  |
| New Haven - Springfield                      | 385,110           | \$29.4           | \$26.2           | \$5.2                           | \$8.40                   | 18   | 36   |
| Keystone Service                             | 1,393,810         | \$48.9           | \$65.7           | \$14.9                          | (\$12.04)                | 27   | 62   |
| Empire Service                               | 1,167,900         | \$58.3           | \$85.9           | \$21.5                          | (\$23.63)                | 23   | 60   |
| Chicago-St.Louis                             | 682,720           | \$38.2           | \$42.3           | \$14.6                          | (\$6.05)                 | 40   | 77   |
| Hiawathas                                    | 836,010           | \$23.4           | \$23.4           | \$7.7                           | \$0.01                   | 40   | 103  |
| Wolverines                                   | 533,240           | \$35.8           | \$36.9           | \$11.9                          | (\$2.08)                 | 43   | 80   |
| Illini                                       | 341,360           | \$20.4           | \$18.6           | \$8.0                           | \$5.34                   | 46   | 100  |
| Illinois Zephyr                              | 226,890           | \$16.3           | \$15.2           | \$6.7                           | \$4.81                   | 35   | 89   |
| Heartland Flyer                              | 84,140            | \$7.8            | \$10.3           | \$2.7                           | (\$29.30)                | 20   | 44   |
| Pacific Surfliner                            | 2,827,680         | \$114.6          | \$110.8          | \$28.4                          | \$1.37                   | 31   | 98   |
| Cascades                                     | 796,160           | \$66.3           | \$74.6           | \$17.0                          | (\$10.42)                | 24   | 41   |
| Capitols                                     | 1,429,280         | \$63.5           | \$80.5           | \$20.9                          | (\$11.89)                | 17   | 67   |
| San Joaquins                                 | 1,283,790         | \$90.7           | \$83.0           | \$24.0                          | \$6.04                   | 30   | 69   |
| Adirondack                                   | 138,710           | \$14.1           | \$15.3           | \$3.2                           | (\$8.62)                 | 39   | 46   |
| Blue Water                                   | 206,830           | \$12.5           | \$15.5           | \$4.1                           | (\$14.40)                | 38   | 76   |
| Washington-Lynchburg                         | 201,040           | \$14.1           | \$8.4            | \$2.3                           | \$28.35                  | 75   | 102  |
| Washington-Newport News                      | 364,340           | \$30.0           | \$16.8           | \$5.1                           | \$36.17                  | 68   | 94   |
| Washington - Norfolk                         | 157,520           | \$10.0           | \$6.2            | \$2.9                           | \$24.11                  | 64   | 173  |
| Washington - Richmond                        | 201,840           | \$11.0           | \$39.7           | \$4.0                           | (\$141.93)               | 11   | 22   |
| Hoosier State                                | 35,310            | \$3.4            | \$6.1            | \$1.5                           | (\$75.64)                | 13   | 25   |
| Kansas City-St.Louis                         | 208,830           | \$15.8           | \$14.5           | \$7.1                           | \$6.52                   | 38   | 80   |
| Pennsylvanian                                | 246,430           | \$14.9           | \$17.5           | \$4.8                           | (\$10.52)                | 47   | 64   |
| Pere Marquette                               | 107,530           | \$6.6            | \$7.9            | \$2.3                           | (\$12.10)                | 29   | 51   |
| Carolinian                                   | 329,650           | \$25.6           | \$24.0           | \$6.1                           | \$4.71                   | 57   | 67   |
| Piedmont                                     | 189,110           | \$7.8            | \$10.0           | \$4.6                           | (\$11.65)                | 29   | 59   |
| Non NEC Special Trains                       | 26,790            | \$4.0            | \$2.7            | \$0.7                           | \$50.63                  | 23   | 32   |
| <b>State Supported Routes</b>                | <b>15,540,570</b> | <b>\$842.9</b>   | <b>\$926.1</b>   | <b>\$258.9</b>                  | <b>(\$5.36)</b>          | <b>32</b>  | <b>70</b>  |
| Silver Star                                  | 426,920           | \$42.6           | \$95.3           | \$21.3                          | (\$123.39)               | 32   | 50   |
| Cardinal                                     | 113,610           | \$9.3            | \$30.4           | \$7.0                           | (\$185.93)               | 21   | 38   |
| Silver Meteor                                | 365,720           | \$45.8           | \$88.0           | \$19.5                          | (\$115.54)               | 36   | 55   |
| Empire Builder                               | 466,310           | \$64.2           | \$120.7          | \$38.0                          | (\$121.10)               | 39   | 95   |
| Capitol Limited                              | 244,830           | \$24.9           | \$55.1           | \$11.1                          | (\$123.30)               | 30   | 43   |
| California Zephyr                            | 376,280           | \$58.7           | \$132.9          | \$34.5                          | (\$197.24)               | 32   | 54   |
| Southwest Chief                              | 363,540           | \$52.3           | \$138.8          | \$32.1                          | (\$237.99)               | 32   | 49   |
| City of New Orleans                          | 263,000           | \$23.7           | \$48.8           | \$13.3                          | (\$95.67)                | 34   | 51   |
| Texas Eagle                                  | 339,830           | \$31.8           | \$62.2           | \$17.9                          | (\$89.59)                | 42   | 57   |
| Sunset Limited                               | 105,120           | \$14.8           | \$68.5           | \$12.2                          | (\$511.14)               | 18   | 34   |
| Coast Starlight                              | 491,580           | \$52.6           | \$128.2          | \$19.7                          | (\$153.90)               | 27   | 40   |
| Lake Shore Limited                           | 387,370           | \$37.1           | \$69.7           | \$16.2                          | (\$84.32)                | 40   | 65   |
| Palmetto                                     | 227,530           | \$21.5           | \$34.2           | \$11.4                          | (\$55.62)                | 38   | 79   |
| Crescent                                     | 305,140           | \$39.2           | \$80.2           | \$19.2                          | (\$134.17)               | 29   | 53   |
| Auto Train                                   | 288,860           | \$90.5           | \$99.6           | \$13.5                          | (\$31.36)                | 35   | 48   |
| <b>Long Distance Routes</b>                  | <b>4,765,640</b>  | <b>\$609.0</b>   | <b>\$1,252.7</b> | <b>\$286.7</b>                  | <b>(\$135.08)</b>        | <b>32</b>  | <b>55</b>  |
| <b>National Train Service <sup>(4)</sup></b> | <b>32,556,200</b> | <b>\$2,836.0</b> | <b>\$3,032.4</b> | <b>\$2,067.5</b>                | <b>(\$6.03)</b>          | <b>32</b>  | <b>61</b>  |
| <b>Non-Allocated Capital <sup>(5)</sup></b>  |                   |                  |                  | <b>\$79.5</b>                   |                          |  |  |
| <b>Total Federal Capital</b>                 |                   |                  |                  | <b>\$2,147.0</b>                |                          |  |  |

<sup>(1)</sup> Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEB's, PRJ and Interest.<sup>(2)</sup> This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.<sup>(3)</sup> Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.<sup>(4)</sup> National Train Service does not include Ancillary or Infrastructure routes.<sup>(5)</sup> Non-Allocated Capital category represents Corporate Development Business Line.

## National Railroad Passenger Corporation (Amtrak)

FY 2018 Data <sup>(1)</sup>

Dollars in Millions except Contr./Loss per Rider statistics

| (\$s in millions)                            | Allocation of     |                  |                  |                                 | Contr./Loss<br>per Rider | Avg. PM per<br>Core employee<br>(000's) <sup>(3)</sup> | Avg. SM per<br>Core employee<br>(000's) <sup>(3)</sup> |
|--|-------------------|------------------|------------------|---------------------------------|--------------------------|--|--|
|  | Ridership         | Revenue          | Expense          | Capital Projects <sup>(2)</sup> |                          |  |  |
| Acela  | 3,766,760         | \$706.2          | \$374.4          | \$713.9                         | \$88.08                  | 28   | 42   |
| Regional                                     | 8,638,880         | \$732.9          | \$517.7          | \$1,168.0                       | \$24.90                  | 38   | 69   |
| NEC Special Trains                           | 17,680            | \$2.7            | \$2.2            | \$17.7                          | \$27.63                  | 21   | 60   |
| <b>NEC Spine</b>                             | <b>12,423,320</b> | <b>\$1,441.8</b> | <b>\$894.4</b>   | <b>\$1,899.6</b>                | <b>\$44.06</b>           | <b>33</b>  | <b>58</b>  |
| Ethan Allen Express                          | 55,180            | \$5.9            | \$6.1            | \$1.5                           | (\$3.46)                 | 25   | 55   |
| Vermont                                      | 104,980           | \$8.0            | \$12.3           | \$3.5                           | (\$41.23)                | 33   | 65   |
| Maple Leaf                                   | 424,540           | \$32.5           | \$33.5           | \$14.7                          | (\$2.23)                 | 55   | 98   |
| The Downeaster                               | 564,630           | \$14.6           | \$17.6           | \$9.2                           | (\$5.33)                 | 39   | 107  |
| New Haven - Springfield                      | 388,790           | \$30.2           | \$27.0           | \$5.6                           | \$8.01                   | 18   | 36   |
| Keystone Service                             | 1,411,330         | \$50.5           | \$68.1           | \$16.1                          | (\$12.48)                | 27   | 62   |
| Empire Service                               | 1,179,320         | \$60.2           | \$88.6           | \$23.2                          | (\$24.15)                | 23   | 60   |
| Chicago-St.Louis                             | 697,860           | \$39.4           | \$43.5           | \$15.8                          | (\$5.89)                 | 41   | 77   |
| Hiawathas                                    | 841,250           | \$24.0           | \$23.9           | \$8.3                           | \$0.14                   | 41   | 104  |
| Wolverines                                   | 540,020           | \$36.8           | \$38.0           | \$12.8                          | (\$2.11)                 | 43   | 80   |
| Illini                                       | 345,700           | \$21.0           | \$18.9           | \$8.7                           | \$5.98                   | 48   | 101  |
| Illinois Zephyr                              | 228,470           | \$16.6           | \$15.4           | \$7.2                           | \$5.41                   | 36   | 91   |
| Heartland Flyer                              | 84,380            | \$8.0            | \$10.4           | \$2.9                           | (\$27.67)                | 21   | 46   |
| Pacific Surfliner                            | 2,862,860         | \$117.9          | \$113.7          | \$30.6                          | \$1.46                   | 32   | 99   |
| Cascades                                     | 799,060           | \$67.8           | \$76.3           | \$18.3                          | (\$10.60)                | 24   | 41   |
| Capitols                                     | 1,438,420         | \$65.0           | \$82.3           | \$22.6                          | (\$12.04)                | 17   | 68   |
| San Joaquins                                 | 1,308,110         | \$93.4           | \$84.9           | \$25.8                          | \$6.51                   | 31   | 70   |
| Adirondack                                   | 139,970           | \$14.5           | \$15.5           | \$3.5                           | (\$7.11)                 | 41   | 47   |
| Blue Water                                   | 209,450           | \$12.9           | \$15.8           | \$4.5                           | (\$13.72)                | 39   | 77   |
| Washington-Lynchburg                         | 203,600           | \$14.6           | \$8.5            | \$2.4                           | \$30.13                  | 78   | 104  |
| Washington-Newport News                      | 368,980           | \$30.9           | \$17.2           | \$5.5                           | \$37.27                  | 70   | 95   |
| Washington - Norfolk                         | 158,580           | \$10.3           | \$6.2            | \$3.1                           | \$25.66                  | 66   | 178  |
| Washington - Richmond                        | 204,500           | \$11.4           | \$41.0           | \$4.3                           | (\$144.68)               | 11   | 22   |
| Hoosier State                                | 35,610            | \$3.5            | \$6.1            | \$1.6                           | (\$71.83)                | 13   | 26   |
| Kansas City-St.Louis                         | 211,450           | \$16.3           | \$14.6           | \$7.7                           | \$7.73                   | 39   | 82   |
| Pennsylvanian                                | 250,410           | \$15.5           | \$17.9           | \$5.2                           | (\$9.54)                 | 48   | 65   |
| Pere Marquette                               | 107,830           | \$6.8            | \$7.9            | \$2.5                           | (\$10.69)                | 30   | 53   |
| Carolinian                                   | 332,850           | \$26.4           | \$24.6           | \$6.6                           | \$5.30                   | 58   | 67   |
| Piedmont                                     | 193,830           | \$8.1            | \$10.1           | \$4.9                           | (\$10.65)                | 30   | 60   |
| Non NEC Special Trains                       | 26,970            | \$4.1            | \$2.5            | \$0.8                           | \$59.57                  | 26   | 35   |
| <b>State Supported Routes</b>                | <b>15,718,930</b> | <b>\$866.9</b>   | <b>\$948.3</b>   | <b>\$279.3</b>                  | <b>(\$5.18)</b>          | <b>32</b>  | <b>71</b>  |
| Silver Star                                  | 436,270           | \$44.3           | \$98.3           | \$19.7                          | (\$123.76)               | 33   | 50   |
| Cardinal                                     | 116,130           | \$9.7            | \$31.3           | \$6.5                           | (\$186.35)               | 22   | 38   |
| Silver Meteor                                | 373,700           | \$47.6           | \$90.9           | \$18.2                          | (\$115.94)               | 37   | 55   |
| Empire Builder                               | 475,810           | \$66.6           | \$124.5          | \$35.3                          | (\$121.56)               | 40   | 95   |
| Capitol Limited                              | 250,690           | \$25.9           | \$56.7           | \$10.3                          | (\$122.90)               | 30   | 43   |
| California Zephyr                            | 382,790           | \$60.7           | \$136.6          | \$32.0                          | (\$198.08)               | 33   | 54   |
| Southwest Chief                              | 370,950           | \$54.3           | \$142.5          | \$29.8                          | (\$237.79)               | 32   | 50   |
| City of New Orleans                          | 269,250           | \$24.7           | \$50.1           | \$12.4                          | (\$94.54)                | 34   | 51   |
| Texas Eagle                                  | 348,220           | \$33.1           | \$64.0           | \$16.6                          | (\$88.69)                | 43   | 58   |
| Sunset Limited                               | 107,990           | \$15.4           | \$70.4           | \$11.3                          | (\$509.06)               | 18   | 35   |
| Coast Starlight                              | 506,100           | \$55.0           | \$131.8          | \$18.3                          | (\$151.80)               | 28   | 40   |
| Lake Shore Limited                           | 396,450           | \$38.6           | \$71.3           | \$15.1                          | (\$82.52)                | 41   | 66   |
| Palmetto                                     | 234,240           | \$22.6           | \$35.2           | \$10.6                          | (\$54.12)                | 39   | 79   |
| Crescent                                     | 311,340           | \$40.7           | \$82.6           | \$17.8                          | (\$134.45)               | 29   | 53   |
| Auto Train                                   | 295,700           | \$94.3           | \$102.4          | \$12.6                          | (\$27.45)                | 36   | 48   |
| <b>Long Distance Routes</b>                  | <b>4,875,630</b>  | <b>\$633.4</b>   | <b>\$1,288.6</b> | <b>\$266.4</b>                  | <b>(\$134.37)</b>        | <b>33</b>  | <b>55</b>  |
| <b>National Train Service <sup>(4)</sup></b> | <b>33,017,880</b> | <b>\$2,942.1</b> | <b>\$3,131.2</b> | <b>\$2,445.3</b>                | <b>(\$5.73)</b>          | <b>33</b>  | <b>61</b>  |
| <b>Non-Allocated Capital <sup>(5)</sup></b>  |                   |                  |                  | <b>\$80.7</b>                   |                          |  |  |
| <b>Total Federal Capital</b>                 |                   |                  |                  | <b>\$2,526.0</b>                |                          |  |  |

<sup>(1)</sup> Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEB's, PRJ and Interest.<sup>(2)</sup> This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.<sup>(3)</sup> Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.<sup>(4)</sup> National Train Service does not include Ancillary or Infrastructure routes.<sup>(5)</sup> Non-Allocated Capital category represents Corporate Development Business Line.

## National Railroad Passenger Corporation (Amtrak)

FY 2019 Data <sup>(1)</sup>

Dollars in Millions except Contr./Loss per Rider statistics

| (\$\$ in millions)                           | Allocation of     |                  |                  |                                 | Contr./Loss<br>per Rider | Avg. PM per<br>Core employee<br>(000's) <sup>(3)</sup> | Avg. SM per<br>Core employee<br>(000's) <sup>(3)</sup> |
|--|-------------------|------------------|------------------|---------------------------------|--------------------------|--|--|
|  | Ridership         | Revenue          | Expense          | Capital Projects <sup>(2)</sup> |                          |  |  |
| Acela  | 3,806,090         | \$727.2          | \$389.2          | \$760.4                         | \$88.79                  | 28   | 42   |
| Regional                                     | 8,746,700         | \$756.2          | \$535.2          | \$1,238.8                       | \$25.27                  | 38   | 69   |
| NEC Special Trains                           | 17,780            | \$2.8            | \$2.3            | \$18.8                          | \$27.12                  | 21   | 60   |
| <b>NEC Spine</b>                             | <b>12,570,570</b> | <b>\$1,486.2</b> | <b>\$926.7</b>   | <b>\$2,018.0</b>                | <b>\$44.51</b>           | <b>34</b>  | <b>58</b>  |
| Ethan Allen Express                          | 55,580            | \$6.1            | \$6.2            | \$1.6                           | (\$1.53)                 | 25   | 56   |
| Vermont                                      | 105,530           | \$8.2            | \$12.5           | \$3.9                           | (\$40.57)                | 34   | 66   |
| Maple Leaf                                   | 426,790           | \$33.3           | \$34.2           | \$16.5                          | (\$2.06)                 | 56   | 98   |
| The Downeaster                               | 573,380           | \$15.0           | \$17.9           | \$10.3                          | (\$5.10)                 | 40   | 107  |
| New Haven - Springfield                      | 391,840           | \$30.8           | \$27.9           | \$6.3                           | \$7.54                   | 18   | 36   |
| Keystone Service                             | 1,433,230         | \$52.2           | \$70.3           | \$18.0                          | (\$12.60)                | 27   | 61   |
| Empire Service                               | 1,188,470         | \$61.8           | \$91.0           | \$26.1                          | (\$24.52)                | 24   | 60   |
| Chicago-St.Louis                             | 712,410           | \$40.6           | \$44.6           | \$17.7                          | (\$5.59)                 | 42   | 78   |
| Hiawathas                                    | 845,700           | \$24.6           | \$24.4           | \$9.3                           | \$0.25                   | 42   | 105  |
| Wolverines                                   | 545,620           | \$37.8           | \$38.9           | \$14.4                          | (\$2.08)                 | 44   | 80   |
| Illini                                       | 349,300           | \$21.5           | \$19.2           | \$9.7                           | \$6.47                   | 49   | 102  |
| Illinois Zephyr                              | 229,620           | \$17.0           | \$15.7           | \$8.1                           | \$5.74                   | 36   | 91   |
| Heartland Flyer                              | 84,580            | \$8.2            | \$10.5           | \$3.3                           | (\$27.35)                | 21   | 46   |
| Pacific Surfliner                            | 2,892,710         | \$121.0          | \$116.2          | \$34.3                          | \$1.67                   | 32   | 100  |
| Cascades                                     | 801,260           | \$69.1           | \$77.6           | \$20.5                          | (\$10.54)                | 24   | 41   |
| Capitol                                      | 1,445,970         | \$66.3           | \$83.7           | \$25.4                          | (\$12.04)                | 17   | 68   |
| San Joaquins                                 | 1,328,510         | \$95.9           | \$86.5           | \$29.0                          | \$7.09                   | 32   | 70   |
| Adirondack                                   | 141,020           | \$14.9           | \$15.8           | \$3.9                           | (\$6.10)                 | 41   | 47   |
| Blue Water                                   | 212,100           | \$13.3           | \$16.1           | \$5.0                           | (\$13.34)                | 40   | 77   |
| Washington-Lynchburg                         | 206,200           | \$15.1           | \$8.6            | \$2.7                           | \$31.29                  | 80   | 105  |
| Washington-Newport News                      | 372,830           | \$31.8           | \$17.6           | \$6.2                           | \$38.06                  | 70   | 95   |
| Washington - Norfolk                         | 159,380           | \$10.5           | \$6.3            | \$3.5                           | \$26.36                  | 67   | 180  |
| Washington - Richmond                        | 206,600           | \$11.7           | \$42.2           | \$4.8                           | (\$147.56)               | 11   | 22   |
| Hoosier State                                | 35,860            | \$3.6            | \$6.2            | \$1.8                           | (\$71.98)                | 13   | 27   |
| Kansas City-St.Louis                         | 213,600           | \$16.7           | \$14.8           | \$8.6                           | \$8.62                   | 40   | 83   |
| Pennsylvanian                                | 253,610           | \$16.0           | \$18.3           | \$5.9                           | (\$8.93)                 | 49   | 66   |
| Pere Marquette                               | 108,080           | \$6.9            | \$8.0            | \$2.8                           | (\$10.36)                | 31   | 53   |
| Carolinian                                   | 335,500           | \$27.1           | \$25.2           | \$7.4                           | \$5.76                   | 59   | 67   |
| Piedmont                                     | 197,880           | \$8.3            | \$10.3           | \$5.5                           | (\$10.32)                | 31   | 60   |
| Non NEC Special Trains                       | 27,120            | \$4.2            | \$2.5            | \$0.9                           | \$62.37                  | 27   | 36   |
| <b>State Supported Routes</b>                | <b>15,880,280</b> | <b>\$889.8</b>   | <b>\$969.3</b>   | <b>\$313.4</b>                  | <b>(\$5.01)</b>          | <b>33</b>  | <b>71</b>  |
| Silver Star                                  | 444,680           | \$45.8           | \$100.7          | \$18.8                          | (\$123.49)               | 33   | 50   |
| Cardinal                                     | 118,370           | \$10.0           | \$32.2           | \$6.2                           | (\$187.25)               | 22   | 38   |
| Silver Meteor                                | 380,960           | \$49.2           | \$93.3           | \$17.3                          | (\$115.68)               | 38   | 55   |
| Empire Builder                               | 484,520           | \$68.8           | \$127.4          | \$33.7                          | (\$121.01)               | 40   | 95   |
| Capitol Limited                              | 255,800           | \$26.8           | \$58.2           | \$9.8                           | (\$122.46)               | 31   | 43   |
| California Zephyr                            | 388,840           | \$62.6           | \$139.4          | \$30.6                          | (\$197.68)               | 33   | 55   |
| Southwest Chief                              | 377,670           | \$56.0           | \$145.4          | \$28.4                          | (\$236.70)               | 33   | 50   |
| City of New Orleans                          | 274,880           | \$25.6           | \$51.3           | \$11.8                          | (\$93.40)                | 35   | 51   |
| Texas Eagle                                  | 355,770           | \$34.4           | \$65.6           | \$15.8                          | (\$87.67)                | 43   | 58   |
| Sunset Limited                               | 110,520           | \$16.0           | \$72.1           | \$10.8                          | (\$507.31)               | 19   | 34   |
| Coast Starlight                              | 519,780           | \$57.2           | \$134.8          | \$17.5                          | (\$149.16)               | 28   | 40   |
| Lake Shore Limited                           | 404,680           | \$40.0           | \$72.6           | \$14.4                          | (\$80.56)                | 42   | 66   |
| Palmetto                                     | 240,490           | \$23.5           | \$36.2           | \$10.1                          | (\$52.81)                | 40   | 78   |
| Crescent                                     | 317,080           | \$42.1           | \$84.6           | \$17.0                          | (\$134.02)               | 30   | 53   |
| Auto Train                                   | 301,870           | \$97.7           | \$104.6          | \$10.6                          | (\$22.63)                | 37   | 48   |
| <b>Long Distance Routes</b>                  | <b>4,975,910</b>  | <b>\$655.9</b>   | <b>\$1,318.3</b> | <b>\$252.8</b>                  | <b>(\$133.13)</b>        | <b>34</b>  | <b>55</b>  |
| <b>National Train Service <sup>(4)</sup></b> | <b>33,426,760</b> | <b>\$3,031.8</b> | <b>\$3,214.4</b> | <b>\$2,584.3</b>                | <b>(\$5.46)</b>          | <b>33</b>  | <b>61</b>  |
| <b>Non-Allocated Capital <sup>(5)</sup></b>  |                   |                  |                  | <b>\$82.0</b>                   |                          |  |  |
| <b>Total Federal Capital</b>                 |                   |                  |                  | <b>\$2,666.3</b>                |                          |  |  |

<sup>(1)</sup> Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEB's, PRJ and Interest.<sup>(2)</sup> This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.<sup>(3)</sup> Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.<sup>(4)</sup> National Train Service does not include Ancillary or Infrastructure routes.<sup>(5)</sup> Non-Allocated Capital category represents Corporate Development Business Line.



## COMPLIANCE WITH PRIIA SECTION 204

The terms of the FY14 Grant Agreement between Amtrak and the Federal Railroad Administration specify that Amtrak's Five Year Plan continues to comply with the requirements of PRIIA Section 204. The PRIIA Section 204 requirements are listed below, along with a reference to the section of this document that complies with each.

- (a) DEVELOPMENT OF 5-YEAR FINANCIAL PLAN - The Amtrak Board of Directors shall submit an annual budget and business plan for Amtrak, and a 5-year financial plan for the fiscal year to which that budget and business plan relate and the subsequent 4 years, prepared in accordance with this section, to the Secretary and the Inspector General of the Department of Transportation no later than:

- (1) the first day of each fiscal year beginning after the date of enactment of this Act; or
- (2) the date that is 60 days after the date of enactment of an appropriations Act for the fiscal year, if later.

- (b) CONTENTS OF 5-YEAR FINANCIAL PLAN - The 5-year financial plan for Amtrak shall include, at a minimum:

- (1) all projected revenues and expenditures for Amtrak, including governmental funding sources;

➤ See Exhibits 2-1, 2-7, 2-9, 4-2, 4-10,

- (2) projected ridership levels for all Amtrak passenger operations;

**Key Ridership Metrics**

|                                      | FY 2015     | FY 2016     | FY 2017     | FY 2018     | FY 2019     |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| NEC                                  | 11.7        | 12.1        | 12.2        | 12.4        | 12.6        |
| State Supported                      | 15.2        | 15.3        | 15.5        | 15.7        | 15.9        |
| Long Distance                        | 4.6         | 4.7         | 4.8         | 4.9         | 5.0         |
| <b>Total Ridership (in Millions)</b> | <b>31.6</b> | <b>32.1</b> | <b>32.6</b> | <b>33.0</b> | <b>33.4</b> |

## (3) revenue and expenditure forecasts for non-passenger operations;

| (\$s in Millions)                   | FY 2015          |                 |                        |                     | FY 2016          |                 |                        |                     |
|-------------------------------------|------------------|-----------------|------------------------|---------------------|------------------|-----------------|------------------------|---------------------|
|                                     | Reimbursable     | Commuter        | Commercial Development | Total Non Passenger | Reimbursable     | Commuter        | Commercial Development | Total Non Passenger |
| Other Core Revenue                  | 4.0              | -               | -                      | 4.0                 | 4.0              | -               | 1.0                    | 5.0                 |
| Ancillary Revenue                   | 224.7            | 122.9           | 87.2                   | 434.8               | 230.1            | 125.8           | 88.9                   | 444.8               |
| <b>Total Revenue</b>                | <b>228.6</b>     | <b>122.9</b>    | <b>87.2</b>            | <b>438.7</b>        | <b>234.1</b>     | <b>125.8</b>    | <b>89.9</b>            | <b>449.8</b>        |
| Salaries, Wages & Benefits          | 25.5             | 6.4             | 2.3                    | 34.2                | 26.8             | 7.6             | 2.5                    | 36.9                |
| Train Operations                    | 0.0              | 0.1             | 0.0                    | 0.1                 | 0.0              | 0.1             | 0.0                    | 0.1                 |
| Fuel, Power & Utilities             | 0.4              | 0.1             | 0.3                    | 0.8                 | 0.4              | (0.5)           | 0.3                    | 0.2                 |
| Materials                           | 2.0              | (0.8)           | (0.1)                  | 1.2                 | 2.1              | (0.0)           | 0.0                    | 2.0                 |
| Facility, Communication & Office    | 4.7              | 2.1             | (0.8)                  | 6.0                 | 4.9              | 2.0             | (0.9)                  | 6.1                 |
| Advertising and Sales               | 0.0              | 0.0             | 0.0                    | 0.0                 | 0.0              | 0.0             | 0.0                    | 0.0                 |
| Casualty and Other Claims           | 4.1              | 1.3             | 0.3                    | 5.6                 | 4.0              | 1.2             | 0.3                    | 5.5                 |
| Professional Fees & Data Processing | 12.3             | 4.8             | 0.9                    | 18.0                | 12.4             | 4.3             | 0.9                    | 17.6                |
| All Other Expense                   | (0.7)            | 1.1             | 0.4                    | 0.8                 | (2.6)            | (0.2)           | 0.1                    | (2.6)               |
| Transfer to Capital & Ancillary     | (1.4)            | (4.4)           | 0.0                    | (5.8)               | 0.2              | 0.1             | 0.1                    | 0.4                 |
| <b>Core Expense</b>                 | <b>46.9</b>      | <b>10.6</b>     | <b>3.4</b>             | <b>60.9</b>         | <b>48.3</b>      | <b>14.6</b>     | <b>3.3</b>             | <b>66.2</b>         |
| Ancillary Expense                   | 229.8            | 117.9           | 9.0                    | 356.8               | 233.4            | 120.6           | 9.1                    | 363.0               |
| <b>Total Expense</b>                | <b>276.7</b>     | <b>128.5</b>    | <b>12.5</b>            | <b>417.7</b>        | <b>281.7</b>     | <b>135.1</b>    | <b>12.4</b>            | <b>429.2</b>        |
| <b>Adjusted Operating Loss</b>      | <b>\$ (48.1)</b> | <b>\$ (5.7)</b> | <b>\$ 74.8</b>         | <b>\$ 21.0</b>      | <b>\$ (47.5)</b> | <b>\$ (9.3)</b> | <b>\$ 77.5</b>         | <b>\$ 20.6</b>      |

| (\$s in Millions)                   | FY 2017          |                 |                        |                     | FY 2018          |                 |                        |                     |
|-------------------------------------|------------------|-----------------|------------------------|---------------------|------------------|-----------------|------------------------|---------------------|
|                                     | Reimbursable     | Commuter        | Commercial Development | Total Non Passenger | Reimbursable     | Commuter        | Commercial Development | Total Non Passenger |
| Other Core Revenue                  | 4.2              | -               | -                      | 4.2                 | 4.3              | -               | -                      | 4.3                 |
| Ancillary Revenue                   | 236.2            | 129.2           | 90.9                   | 456.3               | 242.4            | 132.6           | 92.9                   | 468.0               |
| <b>Total Revenue</b>                | <b>240.4</b>     | <b>129.2</b>    | <b>90.9</b>            | <b>460.5</b>        | <b>246.7</b>     | <b>132.6</b>    | <b>92.9</b>            | <b>472.2</b>        |
| Salaries, Wages & Benefits          | 28.1             | 8.0             | 2.6                    | 38.8                | 29.5             | 8.5             | 2.8                    | 40.7                |
| Train Operations                    | 0.0              | 0.1             | 0.0                    | 0.1                 | 0.0              | 0.1             | 0.0                    | 0.1                 |
| Fuel, Power & Utilities             | 0.4              | (0.5)           | 0.3                    | 0.3                 | 0.5              | (0.6)           | 0.3                    | 0.2                 |
| Materials                           | 2.1              | (0.0)           | 0.0                    | 2.0                 | 2.1              | (0.0)           | 0.0                    | 2.0                 |
| Facility, Communication & Office    | 5.0              | 2.1             | (1.0)                  | 6.1                 | 5.1              | 2.1             | (1.0)                  | 6.1                 |
| Advertising and Sales               | 0.0              | 0.0             | 0.0                    | 0.0                 | 0.0              | 0.0             | 0.0                    | 0.0                 |
| Casualty and Other Claims           | 4.0              | 1.2             | 0.3                    | 5.4                 | 3.9              | 1.2             | 0.3                    | 5.4                 |
| Professional Fees & Data Processing | 13.1             | 4.6             | 0.9                    | 18.7                | 13.5             | 4.9             | 1.0                    | 19.4                |
| All Other Expense                   | (2.8)            | (0.2)           | 0.1                    | (2.9)               | (3.0)            | (0.3)           | 0.1                    | (3.1)               |
| Transfer to Capital & Ancillary     | 0.2              | 0.1             | 0.1                    | 0.4                 | 0.2              | 0.1             | 0.1                    | 0.4                 |
| <b>Core Expense</b>                 | <b>50.2</b>      | <b>15.3</b>     | <b>3.4</b>             | <b>68.9</b>         | <b>51.9</b>      | <b>15.8</b>     | <b>3.5</b>             | <b>71.2</b>         |
| Ancillary Expense                   | 236.0            | 122.9           | 9.3                    | 368.2               | 238.7            | 125.3           | 9.5                    | 373.5               |
| <b>Total Expense</b>                | <b>286.2</b>     | <b>138.2</b>    | <b>12.7</b>            | <b>437.1</b>        | <b>290.6</b>     | <b>141.2</b>    | <b>13.0</b>            | <b>444.7</b>        |
| <b>Adjusted Operating Loss</b>      | <b>\$ (45.8)</b> | <b>\$ (9.0)</b> | <b>\$ 78.2</b>         | <b>\$ 23.4</b>      | <b>\$ (43.9)</b> | <b>\$ (8.6)</b> | <b>\$ 79.9</b>         | <b>\$ 27.5</b>      |

| (\$s in Millions)                   | FY 2019          |                 |                        |                     |
|-------------------------------------|------------------|-----------------|------------------------|---------------------|
|                                     | Reimbursable     | Commuter        | Commercial Development | Total Non Passenger |
| Other Core Revenue                  | 4.4              | -               | -                      | 4.4                 |
| Ancillary Revenue                   | 248.3            | 135.8           | 95.0                   | 479.1               |
| <b>Total Revenue</b>                | <b>252.7</b>     | <b>135.8</b>    | <b>95.0</b>            | <b>483.5</b>        |
| Salaries, Wages & Benefits          | 30.7             | 8.8             | 2.9                    | 42.4                |
| Train Operations                    | 0.0              | 0.1             | 0.0                    | 0.1                 |
| Fuel, Power & Utilities             | 0.5              | (0.8)           | 0.3                    | 0.1                 |
| Materials                           | 2.1              | (0.0)           | 0.0                    | 2.0                 |
| Facility, Communication & Office    | 5.1              | 2.1             | (1.1)                  | 6.1                 |
| Advertising and Sales               | 0.0              | 0.0             | 0.0                    | 0.0                 |
| Casualty and Other Claims           | 3.9              | 1.2             | 0.3                    | 5.3                 |
| Professional Fees & Data Processing | 13.9             | 5.1             | 1.0                    | 20.0                |
| All Other Expense                   | (3.1)            | (0.3)           | 0.1                    | (3.3)               |
| Transfer to Capital & Ancillary     | 0.2              | 0.1             | 0.1                    | 0.4                 |
| <b>Core Expense</b>                 | <b>53.2</b>      | <b>16.3</b>     | <b>3.6</b>             | <b>73.1</b>         |
| Ancillary Expense                   | 241.6            | 127.8           | 9.7                    | 379.1               |
| <b>Total Expense</b>                | <b>294.8</b>     | <b>144.1</b>    | <b>13.3</b>            | <b>452.2</b>        |
| <b>Adjusted Operating Loss</b>      | <b>\$ (42.1)</b> | <b>\$ (8.3)</b> | <b>\$ 81.7</b>         | <b>\$ 31.3</b>      |

- (4) capital funding requirements and expenditures necessary to maintain passenger service in order to accommodate predicted ridership levels and predicted sources of capital funding;
  - See Exhibits 2-2, 2-4, 2-8, 2-10, 4-6, 4-7
- (5) operational funding needs, if any, to maintain current and projected levels of passenger service, including State-supported routes and predicted funding sources;
  - See Exhibits 2-1, 2-3, 2-7, 2-9, 4-3
- (6) projected capital and operating requirements, ridership, and revenue for any new passenger service operations or service expansions;
  - Plan contains no new or expanded passenger services
- (7) an assessment of the continuing financial stability of Amtrak, as indicated by factors such as anticipated Federal funding of capital and operating costs, Amtrak's ability to efficiently recruit, retain, and manage its workforce, and Amtrak's ability to effectively provide passenger rail service;
  - See "Amtrak Financial Stability" in page 80 and Strategic Objective T1
- (8) estimates of long-term and short-term debt and associated principal and interest payments (both current and anticipated);
  - See "Debt and Debt Service" in page 79
- (9) annual cash flow forecasts;
  - See "Cash Flow" in page 78
- (10) a statement describing methods of estimation and significant assumptions;
  - See "Methods of Estimation and Significant Assumptions" in page 81
- (11) specific measures that demonstrate measurable improvement year over year in the financial results of Amtrak's operations;
  - See Strategic Objective T1
- (12) prior fiscal year and projected operating ratio, cash operating loss, and cash operating loss per passenger on a route, business line, and corporate basis;
  - See FY15-FY19 Statistics by Route
- (13) prior fiscal year and projected specific costs and savings estimates resulting from reform initiatives;
  - See Strategic Objective T1
- (14) prior fiscal year and projected labor productivity statistics on a route, business line, and corporate basis;
  - See FY15-FY19 Statistics by Route
- (15) prior fiscal year and projected equipment reliability statistics
  - See Exhibit 1-1
- (16) capital and operating expenditures for anticipated security needs

|                                     | FY 2015        |                                      |                           | FY 2016        |                                      |                           |
|-------------------------------------|----------------|--------------------------------------|---------------------------|----------------|--------------------------------------|---------------------------|
|                                     | Amtrak Police  | Emergency<br>Mgmt & Corp<br>Security | Total Security<br>Expense | Amtrak Police  | Emergency<br>Mgmt & Corp<br>Security | Total Security<br>Expense |
| <i>(\$s in Millions)</i>            |                |                                      |                           |                |                                      |                           |
| Salaries, Wages & Benefits          | 68.5           | 7.0                                  | 75.5                      | 72.1           | 7.3                                  | 79.4                      |
| Facility, Communication & Office    | 4.2            | 2.4                                  | 6.6                       | 4.4            | 2.4                                  | 6.9                       |
| Professional Fees & Data Processing | 0.3            | 1.8                                  | 2.1                       | 0.3            | 1.8                                  | 2.1                       |
| All Other Expense                   | 1.9            | 0.1                                  | 2.0                       | 1.9            | 0.1                                  | 2.0                       |
| <b>Core Expense</b>                 | <b>75.0</b>    | <b>11.2</b>                          | <b>86.2</b>               | <b>78.8</b>    | <b>11.6</b>                          | <b>90.4</b>               |
| Ancillary Expense                   | 0.1            | -                                    | 0.1                       | 0.1            | -                                    | 0.1                       |
| <b>Total Operating Expense</b>      | <b>75.0</b>    | <b>11.2</b>                          | <b>86.3</b>               | <b>78.9</b>    | <b>11.6</b>                          | <b>90.5</b>               |
| <b>Capital Programs</b>             | <b>1.1</b>     | <b>16.9</b>                          | <b>18.0</b>               | <b>0.5</b>     | <b>12.3</b>                          | <b>12.8</b>               |
| <b>Total Security Expense</b>       | <b>\$ 76.2</b> | <b>\$ 28.1</b>                       | <b>\$ 104.3</b>           | <b>\$ 79.4</b> | <b>\$ 24.0</b>                       | <b>\$ 103.4</b>           |

|                                     | FY 2017        |                                      |                           | FY 2018        |                                      |                           |
|-------------------------------------|----------------|--------------------------------------|---------------------------|----------------|--------------------------------------|---------------------------|
|                                     | Amtrak Police  | Emergency<br>Mgmt & Corp<br>Security | Total Security<br>Expense | Amtrak Police  | Emergency<br>Mgmt & Corp<br>Security | Total Security<br>Expense |
| <i>(\$s in Millions)</i>            |                |                                      |                           |                |                                      |                           |
| Salaries, Wages & Benefits          | 74.5           | 7.6                                  | 82.1                      | 77.0           | 7.9                                  | 84.9                      |
| Facility, Communication & Office    | 4.5            | 2.5                                  | 6.9                       | 4.5            | 2.5                                  | 7.0                       |
| Professional Fees & Data Processing | 0.3            | 1.8                                  | 2.1                       | 0.3            | 1.8                                  | 2.1                       |
| All Other Expense                   | 2.0            | 0.1                                  | 2.1                       | 2.1            | 0.1                                  | 2.2                       |
| <b>Core Expense</b>                 | <b>81.3</b>    | <b>11.9</b>                          | <b>93.2</b>               | <b>83.9</b>    | <b>12.3</b>                          | <b>96.2</b>               |
| Ancillary Expense                   | 0.1            | -                                    | 0.1                       | 0.1            | -                                    | 0.1                       |
| <b>Total Operating Expense</b>      | <b>81.4</b>    | <b>11.9</b>                          | <b>93.3</b>               | <b>84.0</b>    | <b>12.3</b>                          | <b>96.2</b>               |
| <b>Capital Programs</b>             | <b>-</b>       | <b>14.4</b>                          | <b>14.4</b>               | <b>-</b>       | <b>15.8</b>                          | <b>15.8</b>               |
| <b>Total Security Expense</b>       | <b>\$ 81.4</b> | <b>\$ 26.4</b>                       | <b>\$ 107.7</b>           | <b>\$ 84.0</b> | <b>\$ 28.1</b>                       | <b>\$ 112.1</b>           |

|                                     | FY 2019        |                                      |                           |
|-------------------------------------|----------------|--------------------------------------|---------------------------|
|                                     | Amtrak Police  | Emergency<br>Mgmt & Corp<br>Security | Total Security<br>Expense |
| <i>(\$s in Millions)</i>            |                |                                      |                           |
| Salaries, Wages & Benefits          | 79.6           | 8.2                                  | 87.8                      |
| Facility, Communication & Office    | 4.5            | 2.6                                  | 7.1                       |
| Professional Fees & Data Processing | 0.3            | 1.8                                  | 2.1                       |
| All Other Expense                   | 2.1            | 0.1                                  | 2.2                       |
| <b>Core Expense</b>                 | <b>86.6</b>    | <b>12.6</b>                          | <b>99.2</b>               |
| Ancillary Expense                   | 0.1            | -                                    | 0.1                       |
| <b>Total Operating Expense</b>      | <b>86.7</b>    | <b>12.6</b>                          | <b>99.3</b>               |
| <b>Capital Programs</b>             | <b>-</b>       | <b>15.6</b>                          | <b>15.6</b>               |
| <b>Total Security Expense</b>       | <b>\$ 86.7</b> | <b>\$ 28.2</b>                       | <b>\$ 114.9</b>           |

## FY 2016 PRIIA SECTION 212 FUNDING NEED: NEC SHARED INFRASTRUCTURE

(\$s in Millions)

|   | NEC Shared Infrastructure |                      |
|---|---------------------------|----------------------|
|   | Planned Expenses          | Planned Fund Sources |
| <b>Operating</b>                                    |                           |                      |
| Amtrak-incurred expenses                            | 403.5                     |                      |
| Amtrak share (funded by NEC operating revenue)      |                           | (253.3)              |
| Commuter payments                                   |                           | (150.2)              |
| Amtrak payments to other infrastructure owners      | 32.0                      |                      |
| NEC operating revenue                               |                           | (32.0)               |
| <b>Total Operating Expenses/Sources</b>             | <b>435.5</b>              | <b>(435.5)</b>       |
| <b>Capital</b>                                      |                           |                      |
| Basic Infrastructure and Safety / Mandates          | 513.1                     |                      |
| Amtrak Baseline Capital Charge                      |                           | (243.0)              |
| Commuter Baseline Capital Charge                    |                           | (114.0)              |
| Federal Transition Assistance (New Program Request) |                           | (156.1)              |
| Major Backlog and Improvements                      | 502.1                     |                      |
| Amtrak Share of 20% Match                           |                           | (30.1)               |
| Commuter Share of 20% Match                         |                           | (72.3)               |
| Federal 80% Match (New Program Request)             |                           | (399.6)              |
| <b>Total Capital Expenses/Sources</b>               | <b>1,015.2</b>            | <b>(1,015.2)</b>     |
| <b>Total Expenses / Sources</b>                     | <b>\$1,450.7</b>          | <b>(\$1,450.7)</b>   |

## FY 2017 GRANT REQUEST BY BUSINESS LINE

(\$s in Millions)

|  | FY 2017 Operating Estimates                  |                          |                          |   | Total<br>Amtrak         |
|--|--|--------------------------|--------------------------|---|-------------------------|
|  | Northeast<br>Corridor                        | State<br>Support         | Long<br>Distance         | Infrastructure &<br>Corporate<br>Development              |                         |
| <b>Operating Estimates</b>                                 |  |                          |                          |   |                         |
| <sup>1</sup> Operating Revenue                             | \$1,859.9                                    | \$858.5                  | \$652.8                  | \$92.6  | \$3,463.7               |
| Operating Expense  | (1,482.1)                                    | (949.7)                  | (1,300.4)                | (16.7)  | (3,748.9)               |
| Net Operating Profit/(Loss)                                | 377.8  | (91.2)                   | (647.6)                  | 75.9  | (285.1)                 |
| Operating Profits used for Capital Investment              | (377.8)                                      | 0.0                      | 0.0                      | (75.9)  | (453.7)                 |
| <b>Total Operating Loss</b>                                | <b>\$0.0</b>                                 | <b>(\$91.2)</b>          | <b>(\$647.6)</b>         | <b>\$0.0</b>  | <b>(\$738.8)</b>        |
|  | <b>Operating Grant Request</b>               |                          |                          |   | <b>\$738.8</b>          |
|  | <b>FY 2017 Capital Estimates</b>             |                          |                          |   |                         |
|  | <b>Northeast<br/>Corridor</b>                | <b>State<br/>Support</b> | <b>Long<br/>Distance</b> | <b>Infrastructure &amp;<br/>Corporate<br/>Development</b> | <b>Total<br/>Amtrak</b> |
| <b>Capital Needs</b>                                       |  |                          |                          |   |                         |
| NEC Shared Infrastructure (PRIIA 212)                      | \$1,297.8                                    | \$67.4                   | \$45.1                   | \$0.0   | \$1,410.3               |
| Other Infrastructure                                       | 78.9   | 82.0                     | 48.1                     | 0.0   | 209.0                   |
| Train Services and Support                                 | 145.2  | 109.5                    | 193.5                    | 79.5  | 527.7                   |
| <b>Subtotal Capital Needs</b>                              | <b>1,521.9</b>                               | <b>258.9</b>             | <b>286.7</b>             | <b>79.5</b>   | <b>2,147.0</b>          |
| <b>Capital Funds</b>                                       |  |                          |                          |   |                         |
| Net Operating Profits                                      | (374.4)                                      | (1.8)                    | (1.6)                    | (75.9)  | (453.7)                 |
| Commuter payments (PRIIA 212)                              | (261.9)                                      | 0.0                      | 0.0                      | 0.0   | (261.9)                 |
| State Contributions to Equipment Capital (PRIIA 209)       | 0.0  | (70.9)                   | 0.0                      | 0.0   | (70.9)                  |
| <b>Net Capital Needs</b>                                   | <b>885.6</b>                                 | <b>186.2</b>             | <b>285.1</b>             | <b>3.6</b>  | <b>1,360.6</b>          |
| PRIIA 212 Capital Grant Request (detailed below)           | (737.2)                                      | (65.7)                   | (43.5)                   | 0.0   | (846.3)                 |
| <b>General Capital Grant Request</b>                       | <b>\$148.5</b>                               | <b>\$120.6</b>           | <b>\$241.6</b>           | <b>\$3.6</b>  | <b>\$514.3</b>          |
|  |  |                          |                          | Debt Service  | 197.7                   |
|  |  |                          |                          | FRA Holdback  | 8.6                     |
|  | <b>General Capital and Operating Request</b> |                          |                          |   | <b>\$1,459.3</b>        |
| <b>PRIIA 212 Capital Grant Request</b>                     |  |                          |                          |   |                         |
| <sup>2</sup> Transition assistance (FRA/FTA)               | 87.9   | 37.7                     | 18.3                     | 0.0   | 143.9                   |
| <sup>2</sup> Federal 80/20 Match - Federal Share (FRA/FTA) | 649.2  | 28.0                     | 25.2                     | 0.0   | 702.4                   |
| <b>PRIIA 212 Capital Grant Request</b>                     | <b>\$737.2</b>                               | <b>\$65.7</b>            | <b>\$43.5</b>            | <b>\$0.0</b>  | <b>\$846.3</b>          |
|  | <b>Total Federal Grant Request</b>           |                          |                          |   | <b>\$2,305.6</b>        |

<sup>1</sup> NEC Operating Revenue excludes \$32.9M for payment on RRIF loan<sup>2</sup> Transition Assistance & Federal 80/20 Match are expected to be funded from an additional federal grant, not the General Capital Grant

## FY 2018 GRANT REQUEST BY BUSINESS LINE

(\$s in Millions)

|  | FY 2018 Operating Estimates |                  |                  |  | Total<br>Amtrak  |
|--|-----------------------------|------------------|------------------|--|------------------|
|  | Northeast<br>Corridor       | State<br>Support | Long<br>Distance | Infrastructure &<br>Corporate<br>Development |                  |
| <b>Operating Estimates</b>                                 |                             |                  |                  |  |                  |
| <sup>1</sup> Operating Revenue                             | \$1,928.8                   | \$883.0          | \$678.3          | \$94.7                                       | \$3,584.8        |
| Operating Expense  | (1,538.6)                   | (972.4)          | (1,337.3)        | (19.0)                                       | (3,867.1)        |
| Net Operating Profit/(Loss)                                | 390.2                       | (89.4)           | (658.9)          | 75.7   | (282.4)          |
| Operating Profits used for Capital Investment              | (390.2)                     | 0.0              | 0.0              | (75.7)                                       | (465.9)          |
| <b>Total Operating Loss</b>                                | <b>\$0.0</b>                | <b>(\$89.4)</b>  | <b>(\$658.9)</b> | <b>\$0.0</b>                                 | <b>(\$748.3)</b> |
|  |                             |                  |                  | <b>Operating Grant Request</b>               | <b>\$748.3</b>   |
|  |                             |                  |                  |  |                  |
|  | FY 2018 Capital Estimates   |                  |                  |  | Total<br>Amtrak  |
|  | Northeast<br>Corridor       | State<br>Support | Long<br>Distance | Infrastructure &<br>Corporate<br>Development |                  |
| <b>Capital Needs</b>                                       |                             |                  |                  |  |                  |
| NEC Shared Infrastructure (PRIIA 212)                      | \$1,678.8                   | \$103.7          | \$60.8           | \$0.0  | \$1,843.3        |
| Other Infrastructure                                       | 77.1                        | 81.9             | 53.2             | 0.0  | 212.2            |
| Train Services and Support                                 | 143.8                       | 93.6             | 152.4            | 80.7   | 470.5            |
| <b>Subtotal Capital Needs</b>                              | <b>1,899.6</b>              | <b>279.3</b>     | <b>266.4</b>     | <b>80.7</b>                                  | <b>2,526.0</b>   |
| <b>Capital Funds</b>                                       |                             |                  |                  |  |                  |
| Net Operating Profits                                      | (384.4)                     | (3.4)            | (2.4)            | (75.7)                                       | (465.9)          |
| Commuter payments (PRIIA 212)                              | (376.2)                     | 0.0              | 0.0              | 0.0  | (376.2)          |
| State Contributions to Equipment Capital (PRIIA 209)       | 0.0                         | (59.6)           | 0.0              | 0.0  | (59.6)           |
| <b>Net Capital Needs</b>                                   | <b>1,139.0</b>              | <b>216.3</b>     | <b>264.0</b>     | <b>5.0</b>                                   | <b>1,624.3</b>   |
| PRIIA 212 Capital Grant Request (detailed below)           | (978.7)                     | (100.3)          | (58.4)           | 0.0  | (1,137.5)        |
| <b>General Capital Grant Request</b>                       | <b>\$160.2</b>              | <b>\$115.9</b>   | <b>\$205.6</b>   | <b>\$5.0</b>                                 | <b>\$486.8</b>   |
|  |                             |                  |                  | Debt Service                                 | 115.2            |
|  |                             |                  |                  | FRA Holdback                                 | 8.0              |
|  |                             |                  |                  | <b>General Capital and Operating Request</b> | <b>\$1,358.3</b> |
|  |                             |                  |                  |  |                  |
| <b>PRIIA 212 Capital Grant Request</b>                     |                             |                  |                  |  |                  |
| <sup>2</sup> Transition assistance (FRA/FTA)               | 72.9                        | 47.1             | 20.8             | 0.0  | 140.7            |
| <sup>2</sup> Federal 80/20 Match - Federal Share (FRA/FTA) | 905.8                       | 53.3             | 37.6             | 0.0  | 996.7            |
| <b>PRIIA 212 Capital Grant Request</b>                     | <b>\$978.7</b>              | <b>\$100.3</b>   | <b>\$58.4</b>    | <b>\$0.0</b>                                 | <b>\$1,137.5</b> |
|  |                             |                  |                  | <b>Total Federal Grant Request</b>           | <b>\$2,495.8</b> |

<sup>1</sup> NEC Operating Revenue excludes \$33.9M for payment on RRIF loan<sup>2</sup> Transition Assistance & Federal 80/20 Match are expected to be funded from an additional federal grant, not the General Capital Grant

## FY 2019 GRANT REQUEST BY BUSINESS LINE

(\$s in Millions)

|  | FY 2019 Operating Estimates |                  |                  |  | Total<br>Amtrak  |
|--|-----------------------------|------------------|------------------|--|------------------|
|  | Northeast<br>Corridor       | State<br>Support | Long<br>Distance | Infrastructure &<br>Corporate<br>Development |                  |
| <b>Operating Estimates</b>                                 |                             |                  |                  |  |                  |
| <sup>1</sup> Operating Revenue                             | \$1,983.8                   | \$906.2          | \$701.9          | \$96.8                                       | \$3,688.7        |
| Operating Expense  | (1,586.3)                   | (993.8)          | (1,368.2)        | (18.4)                                       | (3,966.6)        |
| Net Operating Profit/(Loss)                                | 397.5                       | (87.6)           | (666.3)          | 78.4   | (277.9)          |
| Operating Profits used for Capital Investment              | (397.5)                     | 0.0              | 0.0              | (78.4)                                       | (476.0)          |
| <b>Total Operating Loss</b>                                | <b>\$0.0</b>                | <b>(\$87.6)</b>  | <b>(\$666.3)</b> | <b>\$0.0</b>                                 | <b>(\$753.8)</b> |
|  |                             |                  |                  | <b>Operating Grant Request</b>               | <b>\$753.8</b>   |
|  |                             |                  |                  |  |                  |
|  | FY 2019 Capital Estimates   |                  |                  |  | Total<br>Amtrak  |
|  | Northeast<br>Corridor       | State<br>Support | Long<br>Distance | Infrastructure &<br>Corporate<br>Development |                  |
| <b>Capital Needs</b>                                       |                             |                  |                  |  |                  |
| NEC Shared Infrastructure (PRIIA 212)                      | \$1,809.7                   | \$157.8          | \$65.6           | \$0.0  | \$2,033.1        |
| Other Infrastructure                                       | 68.5                        | 65.2             | 46.6             | 0.0  | 180.3            |
| Train Services and Support                                 | 139.9                       | 90.4             | 140.7            | 82.0   | 452.9            |
| <b>Subtotal Capital Needs</b>                              | <b>2,018.0</b>              | <b>313.4</b>     | <b>252.8</b>     | <b>82.0</b>                                  | <b>2,666.3</b>   |
| <b>Capital Funds</b>                                       |                             |                  |                  |  |                  |
| Net Operating Profits                                      | (388.5)                     | (6.4)            | (2.6)            | (78.4)                                       | (476.0)          |
| Commuter payments (PRIIA 212)                              | (403.0)                     | 0.0              | 0.0              | 0.0  | (403.0)          |
| State Contributions to Equipment Capital (PRIIA 209)       | 0.0                         | (63.5)           | 0.0              | 0.0  | (63.5)           |
| <b>Net Capital Needs</b>                                   | <b>1,226.5</b>              | <b>243.4</b>     | <b>250.3</b>     | <b>3.6</b>                                   | <b>1,723.9</b>   |
| PRIIA 212 Capital Grant Request (detailed below)           | (958.3)                     | (101.0)          | (40.1)           | 0.0  | (1,099.4)        |
| <b>General Capital Grant Request</b>                       | <b>\$268.2</b>              | <b>\$142.4</b>   | <b>\$210.2</b>   | <b>\$3.6</b>                                 | <b>\$624.4</b>   |
|  |                             |                  |                  | Debt Service                                 | 118.3            |
|  |                             |                  |                  | FRA Holdback                                 | 8.7              |
|  |                             |                  |                  | <b>General Capital and Operating Request</b> | <b>\$1,505.3</b> |
|  |                             |                  |                  |  |                  |
| <b>PRIIA 212 Capital Grant Request</b>                     |                             |                  |                  |  |                  |
| <sup>2</sup> Transition assistance (FRA/FTA)               | 0.0                         | 0.0              | 0.0              | 0.0  | 0.0              |
| <sup>2</sup> Federal 80/20 Match - Federal Share (FRA/FTA) | 958.3                       | 101.0            | 40.1             | 0.0  | 1,099.4          |
| <b>PRIIA 212 Capital Grant Request</b>                     | <b>\$958.3</b>              | <b>\$101.0</b>   | <b>\$40.1</b>    | <b>\$0.0</b>                                 | <b>\$1,099.4</b> |
|  |                             |                  |                  | <b>Total Federal Grant Request</b>           | <b>\$2,604.7</b> |

<sup>1</sup> NEC Operating Revenue excludes \$34.8M for payment on RRIF loan<sup>2</sup> Transition Assistance & Federal 80/20 Match are expected to be funded from an additional federal grant, not the General Capital Grant



## CONSOLIDATED OPERATING P&amp;L

| <i>(\$s in Millions)</i>                  | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Ticket Revenue (Adjusted)                 | \$ 2,227.8        | \$ 2,318.3        | \$ 2,396.6        | \$ 2,472.4        | \$ 2,544.3        |
| Food & Beverage                           | 131.6             | 140.7             | 149.9             | 161.7             | 174.1             |
| State Supported Train Revenue             | 260.0             | 264.6             | 269.2             | 273.9             | 278.7             |
| <b>Subtotal Passenger Related Revenue</b> | <b>2,619.4</b>    | <b>2,723.6</b>    | <b>2,815.7</b>    | <b>2,908.0</b>    | <b>2,997.0</b>    |
| Other Core Revenue                        | 195.0             | 210.9             | 220.5             | 238.4             | 243.1             |
| Ancillary Revenue                         | 438.7             | 448.8             | 460.5             | 472.2             | 483.5             |
| <b>Total Revenue</b>                      | <b>3,253.1</b>    | <b>3,383.3</b>    | <b>3,496.7</b>    | <b>3,618.6</b>    | <b>3,723.5</b>    |
| Salaries, Wages & Benefits                | 1,969.9           | 2,061.7           | 2,152.1           | 2,244.9           | 2,336.9           |
| Train Operations                          | 250.9             | 271.5             | 270.8             | 270.1             | 269.3             |
| Fuel, Power & Utilities                   | 359.9             | 351.4             | 358.1             | 361.4             | 364.9             |
| Materials                                 | 146.8             | 152.1             | 148.9             | 149.7             | 150.5             |
| Facility, Communication & Office          | 169.6             | 172.9             | 174.9             | 177.0             | 179.1             |
| Advertising and Sales                     | 99.2              | 101.8             | 105.3             | 118.2             | 120.2             |
| Casualty and Other Claims                 | 60.0              | 60.0              | 60.0              | 60.0              | 60.0              |
| Professional Fees & Data Processing       | 243.2             | 247.8             | 261.5             | 271.6             | 283.5             |
| All Other Expense                         | 97.4              | 99.9              | 91.4              | 83.2              | 70.9              |
| Transfer to Capital & Ancillary           | (229.5)           | (232.6)           | (234.6)           | (234.6)           | (239.6)           |
| <b>Core Expense</b>                       | <b>3,167.5</b>    | <b>3,286.6</b>    | <b>3,388.5</b>    | <b>3,501.7</b>    | <b>3,595.8</b>    |
| Ancillary Expense                         | 349.6             | 355.5             | 360.4             | 365.5             | 370.8             |
| <b>Total Expense</b>                      | <b>3,517.2</b>    | <b>3,642.1</b>    | <b>3,748.9</b>    | <b>3,867.1</b>    | <b>3,966.6</b>    |
| <b>Adjusted Operating Loss</b>            | <b>\$ (264.0)</b> | <b>\$ (258.8)</b> | <b>\$ (252.2)</b> | <b>\$ (248.5)</b> | <b>\$ (243.0)</b> |
| NEC Revenue to pay RRIF Loan              | (25.5)            | (29.7)            | (32.9)            | (33.9)            | (34.8)            |
| <b>Federally Funded Operating Loss</b>    | <b>\$ (289.6)</b> | <b>\$ (288.5)</b> | <b>\$ (285.1)</b> | <b>\$ (282.4)</b> | <b>\$ (277.9)</b> |

## OPERATING EXPENSES BY ACCOUNT AND DEPARTMENT

| (\$s in Millions)                | Salary, Wages & Benefits Expense |                   |                   |                   |                   |
|----------------------------------|----------------------------------|-------------------|-------------------|-------------------|-------------------|
|                                  | FY 2015                          | FY 2016           | FY 2017           | FY 2018           | FY 2019           |
| GM: NEC                          | 529.8                            | 553.4             | 571.0             | 589.5             | 608.9             |
| GM State Supported               | 136.2                            | 142.4             | 147.0             | 151.9             | 157.0             |
| GM: Long Distance                | 517.4                            | 537.7             | 557.5             | 575.4             | 594.2             |
| Engineering                      | 245.7                            | 256.4             | 266.8             | 277.3             | 288.1             |
| Mechanical                       | 103.8                            | 108.7             | 113.0             | 117.5             | 122.1             |
| Customer Service                 | 11.8                             | 17.0              | 17.5              | 18.1              | 18.7              |
| System Operations                | 21.8                             | 23.0              | 23.8              | 24.7              | 25.6              |
| Transportation                   | 15.3                             | 15.9              | 16.4              | 17.0              | 17.5              |
| Safety                           | 12.9                             | 13.6              | 14.0              | 14.5              | 15.0              |
| Business Operations              | 9.4                              | 8.8               | 8.0               | 8.3               | 3.6               |
| Ops Research & Planning          | 3.7                              | 3.9               | 4.0               | 4.2               | 4.4               |
| All Other Operations             | 1.6                              | 1.7               | 1.8               | 1.8               | 1.9               |
| <b>Total Operations</b>          | <b>1,609.5</b>                   | <b>1,682.3</b>    | <b>1,741.0</b>    | <b>1,800.2</b>    | <b>1,856.9</b>    |
| IT                               | 51.1                             | 63.4              | 66.0              | 68.8              | 71.7              |
| Marketing & Sales                | 94.9                             | 99.5              | 102.9             | 106.6             | 110.3             |
| CFO                              | 40.1                             | 42.2              | 43.8              | 45.4              | 47.2              |
| Real Estate                      | 1.3                              | 1.3               | 1.4               | 1.4               | 1.5               |
| Procurement                      | 45.6                             | 47.8              | 49.6              | 51.3              | 53.2              |
| Amtrak Police Department         | 68.5                             | 72.1              | 74.5              | 77.0              | 79.6              |
| General Counsel                  | 27.0                             | 28.4              | 29.5              | 30.6              | 31.8              |
| Human Capital                    | 44.1                             | 46.3              | 48.0              | 49.8              | 51.7              |
| EM&CS                            | 7.0                              | 7.3               | 7.6               | 7.9               | 8.2               |
| NEC IID                          | 7.8                              | 8.2               | 8.5               | 8.8               | 9.1               |
| CEO                              | 2.4                              | 2.6               | 2.7               | 2.8               | 2.9               |
| Gov't Affairs                    | 7.4                              | 7.7               | 8.0               | 8.3               | 8.7               |
| Research & Strategy              | 1.1                              | 1.1               | 1.2               | 1.2               | 1.3               |
| Strategic Fleet Rail Initiatives | 0.5                              | 0.5               | 0.6               | 0.6               | 0.6               |
| NEC Advisory                     | 1.9                              | 2.0               | 2.0               | 2.1               | 2.2               |
| Corporate Common                 | (41.1)                           | (47.2)            | (31.5)            | (14.8)            | 3.0               |
| <b>Total Corporate</b>           | <b>359.5</b>                     | <b>383.2</b>      | <b>414.6</b>      | <b>447.8</b>      | <b>482.9</b>      |
| Other Core Expense               | 1.0                              | (3.8)             | (3.5)             | (3.2)             | (2.9)             |
| <b>Core Operating Expense</b>    | <b>1,969.9</b>                   | <b>2,061.7</b>    | <b>2,152.1</b>    | <b>2,244.9</b>    | <b>2,336.9</b>    |
| Commercial                       | 4.0                              | 4.2               | 4.4               | 4.6               | 4.7               |
| Commuter                         | 68.1                             | 71.1              | 73.3              | 75.6              | 78.0              |
| Reimbursable                     | 79.2                             | 82.2              | 84.5              | 86.8              | 89.3              |
| <b>Total Operating Expense</b>   | <b>\$ 2,121.3</b>                | <b>\$ 2,219.2</b> | <b>\$ 2,314.2</b> | <b>\$ 2,411.8</b> | <b>\$ 2,508.9</b> |

Note: The sum of the individual amounts may differ slightly from Totals due to rounding. Excludes costs that do not impact Amtrak's need for Federal operating support. Items excluded are costs for Amtrak's Office of the Inspector General (funded independently), non-capitalizable costs and certain contributions associated with capital projects (funded by appropriation), net interest expense (funded by debt service appropriation), depreciation (non-cash expense), and accruals for estimated future post-retirement employee benefits (non-cash expense).

Salaries include only non-agreement employee payroll. Wages include straight time for agreement employees. Benefits include company funded costs for employee payroll taxes (including RRTA Tier II), health insurance, pension, and savings plans.

| (\$s in Millions)              | Train Operations Expense |                 |                 |                 |                 |
|--------------------------------|--------------------------|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015                  | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                        | 5.9                      | 5.9             | 5.9             | 5.9             | 5.9             |
| GM State Supported             | 33.0                     | 33.0            | 33.0            | 33.0            | 33.0            |
| GM: Long Distance              | 18.6                     | 18.6            | 18.6            | 18.6            | 18.6            |
| Engineering                    | 0.1                      | 0.1             | 0.1             | 0.1             | 0.1             |
| Customer Service               | 84.0                     | 83.2            | 82.5            | 81.8            | 81.1            |
| System Operations              | 0.1                      | 0.1             | 0.1             | 0.1             | 0.1             |
| Transportation                 | 99.5                     | 99.5            | 99.5            | 99.5            | 99.5            |
| Business Operations            | (2.2)                    | (2.2)           | (2.2)           | (2.2)           | (2.2)           |
| Ops Research & Planning        | 11.9                     | 11.9            | 11.9            | 11.9            | 11.9            |
| <b>Total Operations</b>        | <b>250.9</b>             | <b>250.2</b>    | <b>249.4</b>    | <b>248.7</b>    | <b>248.0</b>    |
| Other Corporate                | 0.0                      | 21.3            | 21.3            | 21.3            | 21.3            |
| <b>Total Corporate</b>         | <b>0.0</b>               | <b>21.3</b>     | <b>21.3</b>     | <b>21.3</b>     | <b>21.3</b>     |
| Other Core Expense             | -                        | -               | -               | -               | -               |
| <b>Core Operating Expense</b>  | <b>250.9</b>             | <b>271.5</b>    | <b>270.8</b>    | <b>270.1</b>    | <b>269.3</b>    |
| Commercial                     | -                        | -               | -               | -               | -               |
| Commuter                       | 1.1                      | 1.1             | 1.1             | 1.1             | 1.1             |
| Reimbursable                   | 0.1                      | 0.1             | 0.1             | 0.1             | 0.1             |
| <b>Total Operating Expense</b> | <b>\$ 252.1</b>          | <b>\$ 272.7</b> | <b>\$ 272.0</b> | <b>\$ 271.3</b> | <b>\$ 270.6</b> |

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*Train Operations expenses include access to host railroads and related host railroad costs, cost of Food & Beverage inventory and supplies including cost of outsourced commissary operations, costs of train crew layover including transportation, connecting motor coach services, contracted vehicle loading/unloading service for auto train and rental of locomotives and cars.*

| (\$s in Millions)              | Fuel, Power & Utilities Expense |                 |                 |                 |                 |
|--------------------------------|---------------------------------|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015                         | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                        | 65.6                            | 63.0            | 64.6            | 65.3            | 66.0            |
| GM State Supported             | 38.6                            | 36.5            | 37.2            | 37.3            | 37.4            |
| GM: Long Distance              | 111.7                           | 105.8           | 108.1           | 108.5           | 108.9           |
| Engineering                    | 8.4                             | 8.7             | 9.0             | 9.4             | 9.7             |
| Mechanical                     | 4.8                             | 4.9             | 5.1             | 5.2             | 5.4             |
| Customer Service               | 0.1                             | 0.1             | 0.1             | 0.1             | 0.1             |
| System Operations              | 0.4                             | 0.4             | 0.4             | 0.4             | 0.4             |
| Transportation                 | 18.7                            | 19.0            | 19.3            | 19.7            | 20.0            |
| <b>Total Operations</b>        | <b>248.2</b>                    | <b>238.4</b>    | <b>243.8</b>    | <b>245.8</b>    | <b>248.0</b>    |
| Marketing & Sales              | 0.5                             | 0.5             | 0.5             | 0.5             | 0.6             |
| Procurement                    | 0.4                             | 0.4             | 0.4             | 0.4             | 0.4             |
| Corporate Common               | 0.1                             | 0.1             | 0.1             | 0.1             | 0.1             |
| Other Corporate                | 110.3                           | 111.5           | 112.7           | 113.9           | 115.1           |
| <b>Total Corporate</b>         | <b>111.2</b>                    | <b>112.5</b>    | <b>113.7</b>    | <b>115.0</b>    | <b>116.2</b>    |
| Other Core Expense             | 0.5                             | 0.6             | 0.6             | 0.6             | 0.6             |
| <b>Core Operating Expense</b>  | <b>359.9</b>                    | <b>351.4</b>    | <b>358.1</b>    | <b>361.4</b>    | <b>364.9</b>    |
| Commercial                     | 0.3                             | 0.3             | 0.3             | 0.3             | 0.3             |
| Commuter                       | 14.0                            | 13.8            | 14.1            | 14.2            | 14.4            |
| Reimbursable                   | 0.7                             | 0.8             | 0.8             | 0.8             | 0.9             |
| <b>Total Operating Expense</b> | <b>\$ 374.9</b>                 | <b>\$ 366.3</b> | <b>\$ 373.2</b> | <b>\$ 376.8</b> | <b>\$ 380.4</b> |

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*Fuel, Power & Utilities include the cost of electric propulsion power for the electric locomotives, cost of diesel fuel for the diesel locomotives, and utilities for building, stations, and facilities.*

| (\$s in Millions)              | Materials Expense |                 |                 |                 |                 |
|--------------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015           | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                        | 67.0              | 67.0            | 67.0            | 67.0            | 67.0            |
| GM State Supported             | 16.3              | 16.3            | 16.3            | 16.3            | 16.3            |
| GM: Long Distance              | 45.3              | 45.3            | 45.3            | 45.3            | 45.3            |
| Engineering                    | 18.5              | 18.5            | 18.5            | 18.5            | 18.5            |
| Mechanical                     | (14.3)            | (9.3)           | (12.7)          | (12.1)          | (11.5)          |
| Customer Service               | 0.1               | 0.1             | 0.1             | 0.1             | 0.1             |
| Transportation                 | 0.7               | 0.7             | 0.7             | 0.7             | 0.7             |
| <b>Total Operations</b>        | <b>133.5</b>      | <b>138.6</b>    | <b>135.1</b>    | <b>135.7</b>    | <b>136.4</b>    |
| Procurement                    | 0.3               | 0.3             | 0.3             | 0.3             | 0.3             |
| Corporate Common               | 13.0              | 13.2            | 13.4            | 13.6            | 13.8            |
| <b>Total Corporate</b>         | <b>13.3</b>       | <b>13.5</b>     | <b>13.7</b>     | <b>14.0</b>     | <b>14.2</b>     |
| Other Core Expense             | -                 | -               | -               | -               | -               |
| <b>Core Operating Expense</b>  | <b>146.8</b>      | <b>152.1</b>    | <b>148.9</b>    | <b>149.7</b>    | <b>150.5</b>    |
| Commuter                       | 6.5               | 6.5             | 6.5             | 6.5             | 6.5             |
| Reimbursable                   | 13.8              | 13.8            | 13.8            | 13.8            | 13.8            |
| <b>Total Operating Expense</b> | <b>\$ 167.1</b>   | <b>\$ 172.4</b> | <b>\$ 169.2</b> | <b>\$ 170.0</b> | <b>\$ 170.8</b> |

*Note: The sum of the individual amounts may differ slightly from Totals due to rounding. Excludes costs that do not impact Amtrak's need for Federal operating support. Items excluded are costs for Amtrak's Office of the Inspector General (funded independently), non-capitalizable costs and certain contributions associated with capital projects (funded by appropriation), net interest expense (funded by debt service appropriation), depreciation (non-cash expense), and accruals for estimated future post-retirement employee benefits (non-cash expense).*

*Materials include parts, components, and supplies used in maintenance of track infrastructure and rolling stock.*

| (\$s in Millions)              | Facility, Communication & Office Expense |                 |                 |                 |                 |
|--------------------------------|--|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015                                  | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                        | 31.1                                     | 31.1            | 31.1            | 31.1            | 31.1            |
| GM State Supported             | 10.2                                     | 10.2            | 10.2            | 10.2            | 10.2            |
| GM: Long Distance              | 31.7                                     | 31.7            | 31.7            | 31.7            | 31.7            |
| Engineering                    | 17.0                                     | 17.6            | 17.6            | 17.6            | 17.6            |
| Mechanical                     | 7.3                                      | 7.5             | 7.5             | 7.5             | 7.5             |
| Customer Service               | 2.9                                      | 3.0             | 3.0             | 3.0             | 3.0             |
| System Operations              | 1.0                                      | 1.0             | 1.0             | 1.0             | 1.0             |
| Transportation                 | 1.0                                      | 1.0             | 1.0             | 1.0             | 1.0             |
| Safety                         | 0.8                                      | 0.8             | 0.8             | 0.8             | 0.8             |
| Business Operations            | 1.7                                      | 1.7             | 1.7             | 1.7             | 1.7             |
| All Other Operations           | 0.7                                      | 0.7             | 0.7             | 0.7             | 0.7             |
| <b>Total Operations</b>        | <b>105.4</b>                             | <b>106.4</b>    | <b>106.4</b>    | <b>106.4</b>    | <b>106.4</b>    |
| IT                             | 36.9                                     | 38.6            | 40.1            | 41.7            | 43.3            |
| Marketing & Sales              | 8.6                                      | 8.8             | 8.9             | 9.1             | 9.3             |
| CFO                            | 2.0                                      | 2.1             | 2.1             | 2.2             | 2.2             |
| Procurement                    | 4.5                                      | 4.6             | 4.7             | 4.8             | 4.9             |
| Amtrak Police Department       | 4.2                                      | 4.4             | 4.5             | 4.5             | 4.5             |
| General Counsel                | 2.0                                      | 2.1             | 2.1             | 2.2             | 2.3             |
| Human Capital                  | 2.3                                      | 2.3             | 2.4             | 2.4             | 2.5             |
| EM&CS                          | 2.4                                      | 2.4             | 2.5             | 2.5             | 2.6             |
| NEC IID                        | 0.2                                      | 0.2             | 0.2             | 0.2             | 0.2             |
| CEO                            | 0.1                                      | 0.1             | 0.2             | 0.2             | 0.2             |
| Gov't Affairs                  | 0.5                                      | 0.5             | 0.5             | 0.5             | 0.5             |
| Research & Strategy            | 0.1                                      | 0.1             | 0.1             | 0.1             | 0.1             |
| NEC Advisory                   | 0.2                                      | 0.2             | 0.2             | 0.2             | 0.2             |
| Corporate Common               | 8.4                                      | 8.8             | 9.1             | 9.5             | 9.9             |
| <b>Total Corporate</b>         | <b>72.6</b>                              | <b>75.4</b>     | <b>77.7</b>     | <b>80.2</b>     | <b>82.6</b>     |
| Other Core Expense             | (8.4)                                    | (8.8)           | (9.1)           | (9.5)           | (9.9)           |
| <b>Core Operating Expense</b>  | <b>169.6</b>                             | <b>172.9</b>    | <b>174.9</b>    | <b>177.0</b>    | <b>179.1</b>    |
| Commercial                     | 2.1                                      | 2.2             | 2.2             | 2.3             | 2.3             |
| Commuter                       | 1.9                                      | 1.9             | 1.9             | 1.9             | 1.9             |
| Reimbursable                   | 8.2                                      | 8.2             | 8.2             | 8.2             | 8.2             |
| <b>Total Operating Expense</b> | <b>\$ 181.8</b>                          | <b>\$ 185.3</b> | <b>\$ 187.3</b> | <b>\$ 189.5</b> | <b>\$ 191.6</b> |

Note: The sum of the individual amounts may differ slightly from Totals due to rounding. Excludes costs that do not impact Amtrak's need for Federal operating support. Items excluded are costs for Amtrak's Office of the Inspector General (funded independently), non-capitalizable costs and certain contributions associated with capital projects (funded by appropriation), net interest expense (funded by debt service appropriation), depreciation (non-cash expense), and accruals for estimated future post-retirement employee benefits (non-cash expense).

Facility, Communication and Office expenses include rental stations, offices, and facilities; building maintenance and repair services and materials; data and voice network and communication costs including cellular phones.

| (\$s in Millions)              | Advertising & Sales Expense |                 |                 |                 |                 |
|--------------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015                     | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| Marketing & Sales              | 51.7                        | 53.4            | 55.9            | 62.8            | 68.8            |
| Human Capital                  | 0.1                         | 0.1             | 0.1             | 0.1             | 0.1             |
| Corporate Common               | -                           | -               | -               | 5.0             | -               |
| Other Corporate                | 47.4                        | 48.3            | 49.3            | 50.2            | 51.2            |
| <b>Total Corporate</b>         | <b>99.2</b>                 | <b>101.8</b>    | <b>105.3</b>    | <b>118.2</b>    | <b>120.2</b>    |
| Other Core Expense             | -                           | -               | -               | -               | -               |
| <b>Core Operating Expense</b>  | <b>99.2</b>                 | <b>101.8</b>    | <b>105.3</b>    | <b>118.2</b>    | <b>120.2</b>    |
| Commercial                     | 0.1                         | 0.1             | 0.1             | 0.1             | 0.1             |
| <b>Total Operating Expense</b> | <b>\$ 99.3</b>              | <b>\$ 101.9</b> | <b>\$ 105.4</b> | <b>\$ 118.3</b> | <b>\$ 120.3</b> |

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Advertising and Sales expense includes all advertising media and production costs; credit card commissions; cost of Amtrak Guest Rewards program; timetables and railway guides; third party sales channels such as ticket agents and airline systems.

| (\$s in Millions)              | Casualty & Other Claims Expense |                |                |                |                |
|--------------------------------|---------------------------------|----------------|----------------|----------------|----------------|
|                                | FY 2015                         | FY 2016        | FY 2017        | FY 2018        | FY 2019        |
| GM: Long Distance              | 0.3                             | 0.3            | 0.3            | 0.3            | 0.3            |
| <b>Total Operations</b>        | <b>0.3</b>                      | <b>0.3</b>     | <b>0.3</b>     | <b>0.3</b>     | <b>0.3</b>     |
| General Counsel                | 4.4                             | 4.4            | 4.4            | 4.4            | 4.4            |
| Corporate Common               | 54.7                            | 54.7           | 54.7           | 54.7           | 54.7           |
| <b>Total Corporate</b>         | <b>59.2</b>                     | <b>59.2</b>    | <b>59.2</b>    | <b>59.2</b>    | <b>59.2</b>    |
| Other Core Expense             | 0.6                             | 0.6            | 0.6            | 0.6            | 0.6            |
| <b>Core Operating Expense</b>  | <b>60.0</b>                     | <b>60.0</b>    | <b>60.0</b>    | <b>60.0</b>    | <b>60.0</b>    |
| <b>Total Operating Expense</b> | <b>\$ 60.0</b>                  | <b>\$ 60.0</b> | <b>\$ 60.0</b> | <b>\$ 60.0</b> | <b>\$ 60.0</b> |

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Casualty & Other Claims include costs associated with claims under the Federal Employers Liability Act (FELA); passenger claims; legal disbursements; costs of investigations, surveillance, and expert witnesses.

| (\$s in Millions)              | Other Expense   |                 |                 |                 |                 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                | FY 2015         | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                        | (3.4)           | (3.4)           | (3.4)           | (3.4)           | (3.4)           |
| GM State Supported             | 1.9             | 1.9             | 1.9             | 1.9             | 1.9             |
| GM: Long Distance              | 0.1             | 0.1             | 0.1             | 0.1             | 0.1             |
| Engineering                    | 29.1            | 30.4            | 30.4            | 30.4            | 30.4            |
| Mechanical                     | 0.7             | 0.7             | 0.7             | 0.7             | 0.7             |
| Customer Service               | 0.2             | 0.2             | 0.2             | 0.2             | 0.2             |
| System Operations              | (0.2)           | (0.2)           | (0.2)           | (0.2)           | (0.2)           |
| Transportation                 | 0.2             | 0.2             | 0.2             | 0.2             | 0.2             |
| Safety                         | 0.6             | 0.6             | 0.6             | 0.6             | 0.6             |
| Business Operations            | (1.0)           | (2.9)           | (4.8)           | (6.9)           | (9.0)           |
| Ops Research & Planning        | (0.1)           | (0.1)           | (0.1)           | (0.1)           | (0.1)           |
| <b>Total Operations</b>        | <b>28.1</b>     | <b>27.6</b>     | <b>25.7</b>     | <b>23.6</b>     | <b>21.5</b>     |
| Marketing & Sales              | 4.5             | 4.5             | 4.5             | 4.5             | 4.5             |
| CFO                            | 0.9             | 0.9             | 0.9             | 0.9             | 0.9             |
| Procurement                    | 0.4             | 0.4             | 0.5             | 0.5             | 0.5             |
| Amtrak Police Department       | 1.9             | 1.9             | 2.0             | 2.1             | 2.1             |
| General Counsel                | 2.1             | 2.4             | 2.2             | 2.2             | 2.2             |
| Human Capital                  | 0.1             | 0.1             | 0.1             | 0.1             | 0.1             |
| EM&CS                          | 0.1             | 0.1             | 0.1             | 0.1             | 0.1             |
| Corporate Common               | 1.8             | (7.3)           | (13.7)          | (19.9)          | (30.2)          |
| Other Corporate                | 59.4            | 71.3            | 71.3            | 71.3            | 71.3            |
| <b>Total Corporate</b>         | <b>71.3</b>     | <b>74.3</b>     | <b>67.8</b>     | <b>61.7</b>     | <b>51.4</b>     |
| Other Core Expense             | (2.0)           | (2.0)           | (2.0)           | (2.0)           | (2.0)           |
| <b>Core Operating Expense</b>  | <b>97.4</b>     | <b>99.9</b>     | <b>91.4</b>     | <b>83.2</b>     | <b>70.9</b>     |
| Commercial                     | 0.5             | 0.3             | 0.2             | 0.2             | 0.2             |
| Commuter                       | 0.5             | 0.5             | 0.5             | 0.5             | 0.5             |
| Reimbursable                   | 68.9            | 68.9            | 68.9            | 68.9            | 68.9            |
| <b>Total Operating Expense</b> | <b>\$ 167.3</b> | <b>\$ 169.5</b> | <b>\$ 161.0</b> | <b>\$ 152.8</b> | <b>\$ 140.5</b> |

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*Other Expenses are costs that are not classified in any specific category.*



| (\$s in Millions)                | Professional Fees & Data Processing Expense |                 |                 |                 |                 |
|----------------------------------|---|-----------------|-----------------|-----------------|-----------------|
|                                  | FY 2015                                     | FY 2016         | FY 2017         | FY 2018         | FY 2019         |
| GM: NEC                          | 0.3   | 0.3             | 0.3             | 0.3             | 0.3             |
| GM State Supported               | 0.3   | 0.3             | 0.3             | 0.3             | 0.3             |
| GM: Long Distance                | 1.2   | 1.2             | 1.2             | 1.2             | 1.2             |
| Engineering                      | 7.4   | 7.4             | 7.4             | 7.4             | 7.4             |
| Mechanical                       | 15.7  | 17.1            | 18.1            | 19.1            | 19.9            |
| Customer Service                 | 2.4   | 3.6             | 3.6             | 3.5             | 3.5             |
| Transportation                   | 0.6   | 0.6             | 0.6             | 0.6             | 0.6             |
| Safety                           | 3.4   | 3.4             | 3.4             | 3.4             | 3.4             |
| Business Operations              | 0.8   | 5.8             | 11.2            | 13.8            | 15.2            |
| <b>Total Operations</b>          | <b>32.1</b>                                 | <b>39.8</b>     | <b>46.1</b>     | <b>49.7</b>     | <b>52.0</b>     |
| IT                               | 124.0                                       | 122.9           | 129.7           | 136.3           | 143.6           |
| Marketing & Sales                | 21.4  | 21.6            | 21.6            | 21.6            | 24.0            |
| CFO                              | 5.9   | 5.9             | 6.5             | 6.5             | 6.5             |
| Real Estate                      | 0.4   | 0.4             | 0.4             | 0.4             | 0.4             |
| Procurement                      | 2.3   | 2.3             | 2.3             | 2.3             | 2.3             |
| Amtrak Police Department         | 0.3   | 0.3             | 0.3             | 0.3             | 0.3             |
| General Counsel                  | 27.0  | 27.2            | 27.2            | 27.2            | 27.1            |
| Human Capital                    | 9.7   | 9.7             | 9.7             | 9.7             | 9.7             |
| EM&CS                            | 1.8   | 1.8             | 1.8             | 1.8             | 1.8             |
| NEC IID                          | 1.8   | 1.8             | 1.8             | 1.8             | 1.8             |
| CEO                              | 0.1   | 0.1             | 0.0             | 0.1             | 0.0             |
| Gov't Affairs                    | 1.0   | 1.0             | 1.0             | 1.0             | 1.0             |
| Research & Strategy              | 1.2   | 1.2             | 1.2             | 1.2             | 1.2             |
| Strategic Fleet Rail Initiatives | 0.6   | 0.6             | 0.6             | 0.6             | 0.6             |
| NEC Advisory                     | 2.5   | 2.5             | 2.5             | 2.5             | 2.5             |
| Corporate Common                 | 2.8   | 0.2             | 0.2             | 0.2             | 0.2             |
| Other Corporate                  | 2.3   | 2.3             | 2.3             | 2.3             | 2.3             |
| <b>Total Corporate</b>           | <b>205.0</b>                                | <b>201.8</b>    | <b>209.2</b>    | <b>215.8</b>    | <b>225.4</b>    |
| Other Core Expense               | 6.2   | 6.2             | 6.2             | 6.2             | 6.2             |
| <b>Core Operating Expense</b>    | <b>243.2</b>                                | <b>247.8</b>    | <b>261.5</b>    | <b>271.6</b>    | <b>283.5</b>    |
| Commercial                       | 2.0   | 2.0             | 2.0             | 2.0             | 2.0             |
| Reimbursable                     | 4.1   | 4.1             | 4.1             | 4.1             | 4.1             |
| <b>Total Operating Expense</b>   | <b>\$ 249.4</b>                             | <b>\$ 253.9</b> | <b>\$ 267.6</b> | <b>\$ 277.8</b> | <b>\$ 289.7</b> |

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*Professional Services includes the costs of consultants, advertising agencies and outside legal counsel. Data Processing Services include the cost of outsourced data center operations, outsourced IT staff, and software licenses.*

| (\$s in Millions)              | Transfer to Capital & Ancillary Expense |                   |                   |                   |                   |
|--------------------------------|---|-------------------|-------------------|-------------------|-------------------|
|                                | FY 2015                                 | FY 2016           | FY 2017           | FY 2018           | FY 2019           |
| GM: NEC                        | (26.1)                                  | (26.1)            | (26.1)            | (26.1)            | (26.1)            |
| GM State Supported             | (1.8)                                   | (1.8)             | (1.8)             | (1.8)             | (1.8)             |
| GM: Long Distance              | (15.2)                                  | (15.2)            | (15.2)            | (15.2)            | (15.2)            |
| Engineering                    | (120.2)                                 | (120.2)           | (120.2)           | (120.2)           | (120.2)           |
| Mechanical                     | (36.3)                                  | (36.3)            | (36.3)            | (36.3)            | (36.3)            |
| <b>Total Operations</b>        | <b>(199.5)</b>                          | <b>(199.5)</b>    | <b>(199.5)</b>    | <b>(199.5)</b>    | <b>(199.5)</b>    |
| Corporate Common               | (30.0)                                  | (33.0)            | (35.0)            | (35.0)            | (40.0)            |
| <b>Total Corporate</b>         | <b>(30.0)</b>                           | <b>(33.0)</b>     | <b>(35.0)</b>     | <b>(35.0)</b>     | <b>(40.0)</b>     |
| Other Core Expense             | -                                       | -                 | -                 | -                 | -                 |
| <b>Core Operating Expense</b>  | <b>(229.5)</b>                          | <b>(232.6)</b>    | <b>(234.6)</b>    | <b>(234.6)</b>    | <b>(239.6)</b>    |
| Commuter                       | 31.4                                    | 31.4              | 31.4              | 31.4              | 31.4              |
| Reimbursable                   | 42.0                                    | 42.0              | 42.0              | 42.0              | 42.0              |
| <b>Total Operating Expense</b> | <b>\$ (156.2)</b>                       | <b>\$ (159.2)</b> | <b>\$ (161.2)</b> | <b>\$ (161.2)</b> | <b>\$ (166.2)</b> |

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*Expense Transfers are transactions between Amtrak and its subsidiaries.*

## FY 2015 CAPITAL PROJECT LIST

| (\$s in Millions)                        | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| <b>ADA Compliance</b>                    | <b>50.0</b>     | -                | <b>50.0</b>    | <b>32.9</b>            | <b>9.7</b>       | <b>1.4</b>       | <b>6.0</b>                   | <b>50.0</b>    |
| <b>Safety / Mandates</b>                 | <b>\$11.8</b>   | -                | <b>\$11.8</b>  | <b>\$4.4</b>           | <b>\$1.2</b>     | <b>\$0.2</b>     | <b>\$6.0</b>                 | <b>\$11.8</b>  |
| AMTRAK SYSTEM ADA PLATFORM GAP SOLUTION  | 5.8             | -                | 5.8            | 4.4                    | 1.2              | 0.2              | -                            | 5.8            |
| Passenger Information Display SYS (PIDS) | 6.0             | -                | 6.0            | -                      | -                | -                | 6.0                          | 6.0            |
| <b>ADA Stations</b>                      | <b>38.3</b>     | -                | <b>38.3</b>    | <b>28.6</b>            | <b>8.5</b>       | <b>1.2</b>       | -                            | <b>38.3</b>    |
| ADA COMPLIANCE PROJECTS                  | 38.3            | -                | 38.3           | 28.6                   | 8.5              | 1.2              | -                            | 38.3           |
| <b>Environmental Remediation</b>         | <b>6.1</b>      | -                | <b>6.1</b>     | <b>3.4</b>             | <b>1.6</b>       | <b>1.1</b>       | -                            | <b>6.1</b>     |
| <b>Safety / Mandates</b>                 | <b>6.1</b>      | -                | <b>6.1</b>     | <b>3.4</b>             | <b>1.6</b>       | <b>1.1</b>       | -                            | <b>6.1</b>     |
| Asbestos, Lead Paint and Mold            | 0.5             | -                | 0.5            | 0.3                    | 0.1              | 0.0              | -                            | 0.5            |
| BEECH GROVE FACILITY - WASTEWA           | 0.3             | -                | 0.3            | -                      | 0.1              | 0.1              | -                            | 0.3            |
| CEDAR HILL REMEDIATION                   | 1.0             | -                | 1.0            | 0.9                    | 0.1              | 0.0              | -                            | 1.0            |
| CHICAGO STEAM PLANT ASBESTOS ABATEMENT   | 0.3             | -                | 0.3            | -                      | 0.1              | 0.1              | -                            | 0.3            |
| HIALEAH FL PAHS REMEDIATION              | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| LA WASTEWATER/STORMWATER UPGR            | 0.5             | -                | 0.5            | -                      | 0.4              | 0.1              | -                            | 0.5            |
| MIDWAY, CT STORMWATER TREATMENT SYSTEM   | 0.1             | -                | 0.1            | 0.1                    | -                | -                | -                            | 0.1            |
| NEW BRUNSWICK COMMUTER YARD REMEDIATION  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ORLEANS DAF UPGRADES                 | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| NEW ORLEANS FUELING FACILITY UPGRS       | 0.4             | -                | 0.4            | -                      | 0.2              | 0.2              | -                            | 0.4            |
| Oakland Stormwater Treatment System      | 0.2             | -                | 0.2            | -                      | 0.2              | 0.1              | -                            | 0.2            |
| Penn Station Track Remediation           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | -                | -                            | 0.1            |
| Prevention of Groundwater Cont           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| SANFORD FL WASTEWATER SYSTEM UPGRADE     | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| SUNNYSIDE YARD OIL/PCB REMED             | 0.8             | -                | 0.8            | 0.7                    | 0.0              | -                | -                            | 0.8            |
| TRENTON NJ - COMMUTER YARD REMEDIATION   | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| WILMINGTON MOFE FACILITY-PCB/O           | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| WILMINGTON SHOP REPLACE PETROLEUM TANKS  | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| Wilmington West Yard                     | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| <b>Fleet Overhauls</b>                   | <b>257.5</b>    | -                | <b>257.5</b>   | <b>97.6</b>            | <b>61.7</b>      | <b>98.1</b>      | -                            | <b>257.5</b>   |
| <b>Acela Programs</b>                    | <b>64.0</b>     | -                | <b>64.0</b>    | <b>64.0</b>            | -                | -                | -                            | <b>64.0</b>    |
| ACELA OVERHAUL                           | 64.0            | -                | 64.0           | 64.0                   | -                | -                | -                            | 64.0           |
| <b>Amfleet Programs</b>                  | <b>79.1</b>     | -                | <b>79.1</b>    | <b>32.0</b>            | <b>29.3</b>      | <b>17.8</b>      | -                            | <b>79.1</b>    |
| AMFLEET I CAFE/CLUB O/H LVL 1            | 7.4             | -                | 7.4            | 2.9                    | 4.3              | 0.3              | -                            | 7.4            |
| AMFLEET I COACH LEVEL 2 OVERHAUL         | 40.9            | -                | 40.9           | 23.9                   | 16.2             | 0.8              | -                            | 40.9           |
| AMFLEET I COACH O/H LEVEL 1              | 6.5             | -                | 6.5            | 3.5                    | 2.9              | 0.1              | -                            | 6.5            |
| Amfleet II Coach Overhaul Level 2        | 15.5            | -                | 15.5           | -                      | 2.3              | 13.2             | -                            | 15.5           |
| Amfleet II Diner Overhaul Leve           | 3.5             | -                | 3.5            | -                      | -                | 3.5              | -                            | 3.5            |
| Cab Car Overhauls - Level 2              | 5.3             | -                | 5.3            | 1.7                    | 3.7              | -                | -                            | 5.3            |
| <b>General Safety &amp; Reliability</b>  | <b>0.3</b>      | -                | <b>0.3</b>     | <b>0.2</b>             | <b>0.1</b>       | <b>0.1</b>       | -                            | <b>0.3</b>     |
| ENGINEERING MODIFICATION PROJECT         | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.1              | -                            | 0.3            |
| <b>Horizon/Surfliner Programs</b>        | <b>10.3</b>     | -                | <b>10.3</b>    | <b>0.2</b>             | <b>10.0</b>      | <b>0.1</b>       | -                            | <b>10.3</b>    |
| Horizon Cafe Overhaul                    | 0.4             | -                | 0.4            | 0.2                    | 0.1              | -                | -                            | 0.4            |
| HORIZON COACH OVERHAUL - LEVEL 2         | 6.6             | -                | 6.6            | -                      | 6.6              | 0.1              | -                            | 6.6            |
| SURFLINER CAB CAR OVERHAUL               | 0.8             | -                | 0.8            | -                      | 0.8              | -                | -                            | 0.8            |
| Surfliner Café Overhaul                  | 0.7             | -                | 0.7            | -                      | 0.7              | -                | -                            | 0.7            |
| SURFLINER COACH OVERHAUL                 | 1.5             | -                | 1.5            | -                      | 1.5              | -                | -                            | 1.5            |
| SURFLINER CUSTOM COACH OVERHAU           | 0.4             | -                | 0.4            | -                      | 0.4              | -                | -                            | 0.4            |
| <b>Locomotives</b>                       | <b>36.7</b>     | -                | <b>36.7</b>    | -                      | <b>17.4</b>      | <b>19.3</b>      | -                            | <b>36.7</b>    |
| DIESEL LOCOMOTIVE LCPM                   | 24.0            | -                | 24.0           | -                      | 10.2             | 13.8             | -                            | 24.0           |
| F59 Locomotive Overhaul                  | 5.6             | -                | 5.6            | -                      | 5.6              | -                | -                            | 5.6            |
| Non-Powered Control Units(NPCU)-Overhaul | 1.6             | -                | 1.6            | -                      | 1.6              | -                | -                            | 1.6            |
| P-32-ED Locomotive Overhaul              | 5.5             | -                | 5.5            | -                      | -                | 5.5              | -                            | 5.5            |
| <b>Mandatory Projects</b>                | <b>0.4</b>      | -                | <b>0.4</b>     | <b>0.2</b>             | <b>0.1</b>       | <b>0.1</b>       | -                            | <b>0.4</b>     |
| CAR MANDATORY PROGRAMS                   | 0.3             | -                | 0.3            | 0.1                    | 0.1              | 0.1              | -                            | 0.3            |
| LOCOMOTIVE MANDATORY PROGRAMS            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| <b>Superliners</b>                       | <b>57.1</b>     | -                | <b>57.1</b>    | -                      | <b>4.3</b>       | <b>52.8</b>      | -                            | <b>57.1</b>    |
| SL I SLEEPER OVERHAUL                    | 2.5             | -                | 2.5            | -                      | -                | 2.5              | -                            | 2.5            |
| SUPERLINER 1 DINER OVERHAULS             | 2.2             | -                | 2.2            | -                      | -                | 2.2              | -                            | 2.2            |
| SUPERLINER DINER LOUNGE OVERHA           | 4.4             | -                | 4.4            | -                      | -                | 4.4              | -                            | 4.4            |
| SUPERLINER I COACH OVERHAULS             | 21.4            | -                | 21.4           | -                      | 4.0              | 17.4             | -                            | 21.4           |
| SUPERLINER I LOUNGE OVERHAULS            | 6.1             | -                | 6.1            | -                      | -                | 6.1              | -                            | 6.1            |
| SUPERLINER II COACH OVERHAUL             | 9.0             | -                | 9.0            | -                      | 0.3              | 8.7              | -                            | 9.0            |
| SUPERLINER II DINER OVERHAUL             | 1.6             | -                | 1.6            | -                      | -                | 1.6              | -                            | 1.6            |
| SUPERLINER II LOUNGE OVERHAUL            | 1.4             | -                | 1.4            | -                      | -                | 1.4              | -                            | 1.4            |
| SUPERLINER II SLEEPER OVERHAUL           | 3.3             | -                | 3.3            | -                      | -                | 3.3              | -                            | 3.3            |
| SUPERLINER II TRNS SLEEP/DRM OH          | 5.3             | -                | 5.3            | -                      | -                | 5.3              | -                            | 5.3            |
| <b>Viewliner Programs</b>                | <b>7.5</b>      | -                | <b>7.5</b>     | -                      | -                | <b>7.5</b>       | -                            | <b>7.5</b>     |
| VIEWLINER SLEEPER - OVERHAUL             | 7.5             | -                | 7.5            | -                      | -                | 7.5              | -                            | 7.5            |

| (\$s in Millions)                        | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| <b>Wrecks</b>                            | <b>2.0</b>      | <b>-</b>         | <b>2.0</b>     | <b>1.1</b>             | <b>0.4</b>       | <b>0.5</b>       | <b>-</b>                     | <b>2.0</b>     |
| Car Wreck Rehabilitation Program         | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| Locomotive Wreck Program                 | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| <b>Gateway Program</b>                   | <b>29.5</b>     | <b>35.8</b>      | <b>65.3</b>    | <b>62.5</b>            | <b>1.2</b>       | <b>1.7</b>       | <b>-</b>                     | <b>65.3</b>    |
| <b>Special Programs</b>                  | <b>29.5</b>     | <b>35.8</b>      | <b>65.3</b>    | <b>62.5</b>            | <b>1.2</b>       | <b>1.7</b>       | <b>-</b>                     | <b>65.3</b>    |
| GATEWAY PRELIMINARY DESIGN AND PLANNING  | 18.0            | -                | 18.0           | 16.9                   | 0.4              | 0.7              | -                            | 18.0           |
| HUDSON RIVER RESILIENCY NEW TUNNELS-NEPA | 4.1             | -                | 4.1            | 4.0                    | 0.1              | 0.1              | -                            | 4.1            |
| HUDSON YD CONSTRUCT TUNNEL BOX           | -               | 35.6             | 35.6           | 34.3                   | 0.5              | 0.7              | -                            | 35.6           |
| NY GATEWAY TUNNEL - PHASE 1 DESIGN       | 3.6             | -                | 3.6            | 3.4                    | 0.1              | 0.1              | -                            | 3.6            |
| NY PENN STATION MASTER PLAN IMPROVEMENTS | 3.8             | 0.3              | 4.0            | 4.0                    | 0.0              | -                | -                            | 4.0            |
| <b>Infrastructure Renewal</b>            | <b>332.8</b>    | <b>341.7</b>     | <b>674.4</b>   | <b>539.5</b>           | <b>95.8</b>      | <b>39.2</b>      | <b>-</b>                     | <b>674.4</b>   |
| <b>Improvements</b>                      | <b>16.0</b>     | <b>17.4</b>      | <b>33.4</b>    | <b>28.8</b>            | <b>3.2</b>       | <b>1.4</b>       | <b>-</b>                     | <b>33.4</b>    |
| B&P TUNNEL REPLACEMENT DSN               | -               | 17.0             | 17.0           | 15.9                   | 0.4              | 0.7              | -                            | 17.0           |
| CENTRAL DIV - UNDERGRADE BRIDGE UPGRADES | 0.2             | -                | 0.2            | -                      | 0.1              | 0.1              | -                            | 0.2            |
| CHICAGO UNION STA- OH STRUCTURE REMOVAL  | 0.0             | 0.2              | 0.2            | -                      | 0.1              | 0.1              | -                            | 0.2            |
| D092.09 OVERHEAD BRIDGE CATENA           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| HARRISBURG LN-INRL IMPROVEMENTS DESIGN   | -               | 0.2              | 0.2            | 0.1                    | 0.1              | -                | -                            | 0.2            |
| MAD DIV RIDE QUALITY IMPROVEMENTS        | 6.0             | -                | 6.0            | 5.6                    | 0.1              | 0.2              | -                            | 6.0            |
| MICHIGAN LINE - RAIL LUBRICATOR INSTALL  | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| NEW YORK DIV RIDE QUALITY IMPRV PROGRAM  | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NORTH HAVEN WEST CLASS YD CSX CONNECTION | 0.8             | -                | 0.8            | -                      | 0.8              | -                | -                            | 0.8            |
| PHIL NEW CETC CTRL CENTER                | 7.5             | -                | 7.5            | 5.8                    | 1.4              | 0.2              | -                            | 7.5            |
| WIL MOFE FACILITY TIE/TIMBER             | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| <b>SOGR Base</b>                         | <b>204.6</b>    | <b>105.5</b>     | <b>310.1</b>   | <b>250.8</b>           | <b>36.7</b>      | <b>22.7</b>      | <b>-</b>                     | <b>310.1</b>   |
| 30TH ST STA BLOCK TIES                   | 0.9             | -                | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| ABERDEEN-WAS INNER TK PLTRM-XINGS UPGRS  | -               | 0.4              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| ADAMS SUBDIV CULVERT UPGR                | 0.2             | 0.2              | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| ALBANY LINE - CULVERTS UPGRADE           | -               | 0.1              | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| ALBANY LINE - TIMBER PROGRAM             | 1.7             | -                | 1.7            | -                      | 1.6              | 0.1              | -                            | 1.7            |
| ALBANY LINE CURVE & TRAIL TK RAIL REPL   | -               | 1.8              | 1.8            | -                      | 1.7              | 0.1              | -                            | 1.8            |
| ALBANY LN INSULATED JNT RENEW            | -               | 0.1              | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| AMT SYS ROADBED STABILITY UPGR           | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.0              | -                            | 1.0            |
| AMTK SY SURFACING PRG DEVELOP            | 0.4             | -                | 0.4            | 0.3                    | 0.1              | 0.0              | -                            | 0.4            |
| AMTK SYS MUD SPOT ELIMINATION            | 1.5             | -                | 1.5            | 1.1                    | 0.3              | 0.0              | -                            | 1.5            |
| B&P TUN BLOCK TIE/RAIL RENEWAL           | -               | 3.5              | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| B&P TUNNEL - CATENARY BRACKET UPGRADES   | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BAL SUBDIV CATENARY POLE UPGRS           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| BAL SUBDIV SERVICE&POTENTIAL TRANS UPGR  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALT STATION UPGRADE HIGH VOLTAGE SWGEAR | -               | 0.6              | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| BALTIMORE STA PLATFORM 2 LIGHTING UPGRS  | -               | 0.7              | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| BALTIMORE STATION CREW BASE IMPROVEMENTS | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALTIMORE SUBDIV - CAT HARDWARE RENEWAL  | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| BALTIMORE SUBDIV AIRBREAK SW REPLACEMENT | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIV KOUPLER UPGR            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALTIMORE SUBDIV SUBSTA BATTERY SYS UPGR | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIV TROLLEY BREAKER UPGR    | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIVISION-SIGNAL POWER UPGR  | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE TUNNEL IMPROVEMENTS            | -               | 0.8              | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| BOSTON SUBDIV TIE/TIMBERS                | 1.6             | -                | 1.6            | 1.5                    | 0.0              | 0.1              | -                            | 1.6            |
| BOSTON SUBDIV-CIRCUIT BREAKER INSTALL    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BOSTON-NEW HAVEN INTERLOCKING DESIGN     | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| BRG/TUNNEL/WALL FUTURE DESIGN            | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.0              | -                            | 1.0            |
| CAT ET TRANING FACILITY UPGR             | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| CENTRAL DIV TK REHABILITATION            | 3.5             | -                | 3.5            | -                      | 1.8              | 1.8              | -                            | 3.5            |
| CHARLES INTERLOCKING - TURNOUT RENEWAL   | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| CHICAGO-NEW ORLEANS I-ETMS INSTALLATION  | 3.0             | -                | 3.0            | -                      | 1.5              | 1.5              | -                            | 3.0            |
| CHICAGO-ST. LOUIS LOCOMOTIVE PTC UPGRADE | -               | 7.8              | 7.8            | -                      | 3.9              | 3.9              | -                            | 7.8            |
| CONCRETE TIE REDESIGN                    | 0.6             | -                | 0.6            | 0.5                    | 0.1              | 0.0              | -                            | 0.6            |
| CONESTOGA FREQUENCY-CTRL HOUSE DESIGN    | 0.1             | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| CONESTOGA STEPUP YD REPLACE TRANSFORMER  | 0.7             | 0.8              | 1.5            | 1.3                    | 0.0              | 0.1              | -                            | 1.5            |
| CYNWYD/PAXTON I/L RENEWAL                | 1.0             | -                | 1.0            | 0.4                    | 0.6              | -                | -                            | 1.0            |
| DC135.56 "H" ST STEEL UPGRADES           | -               | 0.3              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| DOCK INTERLOCKING C&S RENEWAL            | 1.0             | 1.3              | 2.3            | 2.1                    | 0.1              | 0.1              | -                            | 2.3            |
| DOCK INTERLOCKING T/O RENEWAL            | 1.3             | 1.6              | 2.9            | 2.7                    | 0.1              | 0.1              | -                            | 2.9            |
| DOCK TO ELMORA CATENARY HARDWARE RENEWAL | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| EAST RIV TUN REPLACE WAYSIDE COMM BOXES  | -               | 0.2              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| EAST RIV TUN-REHAB PUMP STA DEWATER SYS  | -               | 1.8              | 1.8            | 1.6                    | 0.0              | 0.1              | -                            | 1.8            |
| EAST RIVER TUN BENCHWALL-DIAMOND PLATE   | 0.1             | 0.1              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| EAST RIVER TUN REHAB SCADA CTRL PANELS   | -               | 0.6              | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| EAST RIVER TUNNEL EMERGENCY DOOR RPL     | 0.9             | -                | 0.9            | 0.9                    | 0.0              | 0.0              | -                            | 0.9            |
| EAST RIVER TUNNELS C&S CABLE REPLACEMENT | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |

(\$s in Millions)

|   | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|---|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| EDGELY SUB 33 IMPROVEMENTS                | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| ELECTRIC TRACTION DSN REVIEW              | 0.6             | -                | 0.6            | 0.4                    | 0.1              | 0.0              | -                            | 0.6            |
| ELMORA-UNION CATENARY UPGR                | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| EMPIRE CORRIDOR UNDERGRADE BRG UPGRADES   | -               | 0.2              | 0.2            | -                      | 0.1              | 0.0              | -                            | 0.2            |
| EMPIRE LINE CATENARY HARDWARE RENEWAL     | 0.1             | -                | 0.1            | -                      | 0.0              | 0.0              | -                            | 0.1            |
| EMPIRE LINE OVERBUILD SAFETY IMPROVEMENT  | 0.2             | -                | 0.2            | -                      | 0.1              | 0.0              | -                            | 0.2            |
| ERT LINE 3/4 RAIL/TIES                    | -               | 7.5              | 7.5            | 7.0                    | 0.2              | 0.3              | -                            | 7.5            |
| ET SUBSTATION RELAY UPGRADES              | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| FAIR I/L DC SW/BATTERY INSTALL            | 0.0             | 0.0              | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| HAR LINE XING ELIMINATION                 | 0.2             | 0.2              | 0.4            | 0.1                    | 0.3              | -                | -                            | 0.4            |
| HARRISBURG LINE - SUBSTATION UPGRADES     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| HARRISBURG LINE CULVERTS UPGRS            | 0.3             | -                | 0.3            | 0.1                    | 0.2              | -                | -                            | 0.3            |
| HARRISBURG LINE SIG PWR UPGRS             | 0.4             | -                | 0.4            | 0.2                    | 0.2              | -                | -                            | 0.4            |
| HARRISBURG LINE-CATENARY POLE REPLACEMENT | 0.3             | -                | 0.3            | 0.1                    | 0.2              | -                | -                            | 0.3            |
| HARRISBURG LN CATENARY HARDWARE RENEWAL   | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| HBG LINE 12KV SUBSTATION BRKS             | 0.5             | -                | 0.5            | 0.2                    | 0.3              | -                | -                            | 0.5            |
| HELLGATE LINE KOUPLER BRAKE REPLACEMENT   | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| HELLGATE/EMPIRE I/L STEEL                 | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| HELLGATE/EMPIRE RAIL RENEWAL              | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| HELLGATE/EMPIRE TIE/TIMBER                | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| HUDSON TO DOCK CATENARY HARDWARE RENEWAL  | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| IVY CITY SUB 25 TRANSFORMER INSTALLATION  | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| JERICO PK WALL-BLD EXPANSION-             | 0.2             | 0.2              | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| KEARNY, NJ-PASSAIC RIV TRAN TWR REPLCMNT  | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| LAMOKIN SUB 11 TRANSFORMER INSTALLATION   | 0.9             | -                | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| LAMOKIN TRANSFORMER-BREAKERS R            | 0.3             | 0.3              | 0.7            | 0.6                    | 0.0              | 0.0              | -                            | 0.7            |
| LANE INTERLOCKING - INTERLOCKI            | 0.3             | 0.6              | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| LEVITTOWN PA STA-CATENARY MODIFICATIONS   | -               | 0.8              | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| LIC NY-GENERATOR TRANSFER SWITCH UPGR     | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| LINCOLN-COUNTY CATENARY UPGR              | 0.1             | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MA206.42 COCASSETT ST BACKWALL UPGRADES   | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MAD - RETAINING WALL UPGRADES             | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| MAD - TUNNEL CONSTRUCTION & UPGRADES      | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| MAD - UNDERGRADE BRIDGE UPGRADES          | 5.9             | -                | 5.9            | 5.5                    | 0.1              | 0.2              | -                            | 5.9            |
| MAD CONCRETE TIE REPLACEMENT              | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| MAD DIVISION BRIDGE TIMBER REP            | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| MAD NORTH SIGNAL BRIDGE UPGR              | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| MAD NORTH HOT BOX DETECTOR REP            | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| MAD S SUBSTATION CNTL HSE UPGR            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MAD SOUTH I/L LIGHTING UPGR               | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| MAD SOUTH MP113.1 CULVERT REPLACEMENT     | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| MAD TURNOUT REPLACEMENT                   | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| MASSACHUSETTS BRG CATENARY UPG            | 0.6             | -                | 0.6            | 0.5                    | 0.0              | 0.0              | -                            | 0.6            |
| MD051.43 RT 272 CATENARY IMPROVEMENTS     | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| METUCHEN SUB 38 AIR BREAK SWITCH REPL     | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| METUCHEN SUB 38 TRANSFORMER INSTALLATION  | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| MI190.21 MATHUS DRAIN BRIDGE UPGRADES     | 0.6             | -                | 0.6            | -                      | 0.3              | 0.3              | -                            | 0.6            |
| MICHIGAN DIST CULVERTS UPGR               | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| MICHIGAN DISTRICT SURFACING               | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| MICHIGAN LN REPL XING PANNELS             | 0.4             | -                | 0.4            | -                      | 0.2              | 0.2              | -                            | 0.4            |
| MID ATLANTIC DIVISION - CULVERT UPGRADES  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID ATLANTIC SOUTH LINE HOT BOX REPL      | 1.2             | -                | 1.2            | 0.5                    | 0.6              | -                | -                            | 1.2            |
| MID-ATLANTIC DIV INSUL JOINTS             | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| MID-ATLANTIC DIV MOVABLE BRIDGE UPGRADES  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID-ATLANTIC DIV-CONCRETE TIE REPLACEMENT | 30.0            | -                | 30.0           | 28.1                   | 0.7              | 1.2              | -                            | 30.0           |
| MID-ATLANTIC DIVISION SPOT UNDERCUTTING   | 3.2             | -                | 3.2            | 3.0                    | 0.1              | 0.1              | -                            | 3.2            |
| MID-ATLANTIC I/L STEEL RENEWAL            | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| MID-ATLANTIC JOINT ELIMINATION            | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| MID-ATLANTIC SURFACING PRGM               | 8.4             | -                | 8.4            | 7.9                    | 0.2              | 0.3              | -                            | 8.4            |
| MID-ATLANTIC TIE/TIMBER REPL              | 8.5             | -                | 8.5            | 8.0                    | 0.2              | 0.3              | -                            | 8.5            |
| MIDWAY INTERLOCKING IMPACT DETECTORS      | 1.8             | -                | 1.8            | 1.6                    | 0.0              | 0.1              | -                            | 1.8            |
| MILLSTONE SUB 37-AIR BRK SW-CABLE TRENCH  | 0.1             | 0.1              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| MONMOUTH SUB 36 IMPROVEMENTS              | 0.1             | 0.1              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| MORRIS-HOLMES CATENARY UPGR               | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MORRISVILLE SUB 34 IMPROVEMENT            | 0.1             | 0.1              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| MOVABLE BRG COMPONENT DSN                 | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NEC MITRE RAIL EXPANSION JOINTS           | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| NEC SUBSTATIONS CONTROL HOUSE DESIGN      | 0.6             | -                | 0.6            | 0.5                    | 0.1              | 0.0              | -                            | 0.6            |
| NEC WAYSIDE DETECTOR COMM SYS             | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| NED - UNDERGRADE BRIDGE IMPROVEMENTS      | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NED CATENARY HARDWARE RENEWAL             | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NED CONCRETE TIE REPLACEMENT              | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |

(\$s in Millions)

|  | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| NED208.7 HOT BOX DETECTOR REPL           | -               | 0.3              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| NEW CARROLLTON - ELEVATOR UPGRADES       | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW CARROLLTON STA-TK 1 PLATFORM DESIGN  | -               | 0.4              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| NEW ENGLAND DIV BRG ICLE MITIGATION DSN  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV BRG TIMBERS              | 1.1             | -                | 1.1            | 1.0                    | 0.0              | 0.0              | -                            | 1.1            |
| NEW ENGLAND DIV CRV PATCH RAIL           | 0.7             | -                | 0.7            | 0.6                    | 0.0              | 0.0              | -                            | 0.7            |
| NEW ENGLAND DIV CULVERT UPGR             | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NEW ENGLAND DIV HDBLOCK TIES             | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NEW ENGLAND DIV RIDE QUALITY IMPROVEMENT | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NEW ENGLAND DIV SPOT U/C                 | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NEW ENGLAND DIV SUB LIGHTING             | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV SUB UPGRADES             | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV SUBSTA SCADA-RTU UPGRS   | 0.7             | -                | 0.7            | 0.6                    | 0.0              | 0.0              | -                            | 0.7            |
| NEW ENGLAND DIV WALL UPGRS               | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NEW ENGLAND DIVISION WD TIES             | 2.1             | -                | 2.1            | 2.0                    | 0.1              | 0.1              | -                            | 2.1            |
| NEW ENGLAND DIVISION XING UPGR           | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW ENGLAND DIV-RETIRE WAYSIDE SWITCHES  | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NEW ENGLAND DV T/O REPLACEMENT           | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NEW ENGLAND INSULATED JOINTS             | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| NEW ENGLAND JOINT ELIMINATION            | 1.4             | -                | 1.4            | 1.3                    | 0.0              | 0.1              | -                            | 1.4            |
| NEW ORLEANS, LA WD TIE REPL              | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| NEW ORLEANS-REPLACE STA TK RAIL AND TIES | 0.1             | -                | 0.1            | -                      | 0.0              | 0.0              | -                            | 0.1            |
| NEW YORK DIV MOVABLE BRIDGE UPGRADES     | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NEW YORK DIV NJT TERRITORY EAST TIMBERS  | 0.4             | 0.4              | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW YORK DIV SURFACING PRGM              | 1.4             | 2.0              | 3.4            | 3.2                    | 0.1              | 0.1              | -                            | 3.4            |
| NEW YORK DIV VACUUM TRAIN                | 0.3             | 0.3              | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| NEW YORK DIV WEST TIE/TIMBER             | 1.3             | 1.3              | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| NEW YORK TUNNEL FLOOD GATES UP           | 0.4             | 0.4              | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| NJ006.10 PORTAL BRG MITRE RAIL           | 0.6             | 0.6              | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| NJ006.10 REPL RAIL LIFTER                | 0.1             | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NJ008.50 BRG CONTROL UPGRS               | 0.8             | 1.0              | 1.8            | 1.7                    | 0.0              | 0.1              | -                            | 1.8            |
| NORTH RIV TUN REPLACE WAYSIDE COMM BOXES | -               | 0.2              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NORTH RIV TUN-REHAB PUMP STA DEWATER SYS | -               | 1.8              | 1.8            | 1.6                    | 0.0              | 0.1              | -                            | 1.8            |
| NORTH RIVER TUN BENCHWALL DIAMOND PLATE  | 0.1             | 0.1              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| NORTH RIVER TUN REHAB SCADA CTRL PANELS  | -               | 0.3              | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NORTH RIVER TUNNELS REPLACE C&S CABLE    | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NY AREA RAIL REPLACEMENT                 | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV CATENARY POLE UPGR                | 0.3             | 0.3              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NY DIV CONCRETE TIE REPL-TLS             | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| NY DIV EAST NJT TERRITORY I/L STEEL      | 1.1             | 1.1              | 2.3            | 2.1                    | 0.1              | 0.1              | -                            | 2.3            |
| NY DIV NJT TERRITORY-JOINT ELIM          | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV NON-NJT TERRITORY-INSULATED JOINT | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV NON-NJT TERRITORY-JOINT ELIM      | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV WEST INSULATED JOINTS             | 0.2             | 0.2              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| NY DIV WEST INTERLOCKING STL             | 0.5             | 0.5              | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| NY DIV WEST JOINT ELIMINATION            | 0.4             | 0.4              | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| NY DIV-CONCRETE TIES REPLACEMN           | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NY DIV-INTRLOCKING LIGHTING FIXTURE UPGR | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NY EAST RIV TUN REHAB TUN LIGHT FIXTURES | -               | 1.1              | 1.1            | 1.0                    | 0.0              | 0.0              | -                            | 1.1            |
| NY EAST RIVER TUNNELS 3RD RAIL REHAB     | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NY EAST RVR TUN RAIL/TIE LN1/2           | 1.5             | 8.1              | 9.5            | 8.9                    | 0.2              | 0.4              | -                            | 9.5            |
| NY ERT - 1ST AVE VENTILATION DOOR DESIGN | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| NY LIC AND 11TH AVE-REHAB MECH EQUIP RM  | -               | 8.5              | 8.5            | 8.0                    | 0.2              | 0.3              | -                            | 8.5            |
| NY NORTH RIV TUN REHAB TUN LIGHT FIXTURE | -               | 1.1              | 1.1            | 1.0                    | 0.0              | 0.0              | -                            | 1.1            |
| NY NRT TIE/TIMBER REPLACEMENT            | 0.7             | 0.7              | 1.4            | 1.3                    | 0.0              | 0.1              | -                            | 1.4            |
| NY TUN-REHAB 1ST AVE AND LIC VENT PLANTS | -               | 2.0              | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NY133.35 BALLAST DK CONVERSION           | -               | 1.0              | 1.0            | -                      | 0.9              | 0.1              | -                            | 1.0            |
| NY135.24 BALLAST DECK CONV               | -               | 1.5              | 1.5            | -                      | 1.4              | 0.1              | -                            | 1.5            |
| NY135.82 BALLAST DECK CONV               | -               | 1.5              | 1.5            | -                      | 1.4              | 0.1              | -                            | 1.5            |
| NY143.02 LAB - BRIDGE AND EMERG GEN UPGR | -               | 0.4              | 0.4            | -                      | 0.4              | 0.0              | -                            | 0.4            |
| NYD - RETAINING WALL UPGRADES            | 0.7             | 0.7              | 1.3            | 1.2                    | 0.0              | 0.1              | -                            | 1.3            |
| NYD - UNDERGRADE BRIDGE UPGRADES         | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NYP SUBDIV-REPLACE TIES AND TIMBERS      | 0.2             | 0.2              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| OPERATIONS VOICE RECORDING SYS UPGRS     | 1.3             | -                | 1.3            | 1.0                    | 0.2              | 0.0              | -                            | 1.3            |
| PA002.88 41ST CATENARY IMPROVEMENTS      | -               | 1.0              | 1.0            | 0.4                    | 0.6              | -                | -                            | 1.0            |
| PA014.28 LLOYD ST-CATENARY IMPROVEMENTS  | -               | 0.1              | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| PA067.85 LITITZ PIKE BR-CAT IMPROVEMENTS | -               | 0.3              | 0.3            | 0.1                    | 0.2              | -                | -                            | 0.3            |
| PA080.03 MARIETTA ST BDG CATENARY IMPROV | -               | 0.3              | 0.3            | 0.1                    | 0.2              | -                | -                            | 0.3            |
| PENN STATION NEW YORK TURNOUT RENEWAL    | 2.0             | 2.0              | 4.0            | 3.7                    | 0.1              | 0.2              | -                            | 4.0            |
| PERRYVILLE SUBDIV - CAT HARDWARE RENEWAL | 0.6             | -                | 0.6            | 0.5                    | 0.0              | 0.0              | -                            | 0.6            |
| PERRYVILLE SUBDIV SUBST IMPRV            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PERRYVILLE SUBDIV SUBSTA BATTERY SYSTEM  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |

(\$s in Millions)

|  | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| PERRYVILLE SUBDIV TROLLEY BREAKER UPGR   | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PERRYVILLE SUBDIVISION-SIGNAL POWER UPGR | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| PHIL SUBDIV CATENARY POLE REPL           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PHIL SUBDIV INTERLOCKING RTU R           | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| PHILADELPHIA SUBDIV CATENARY UPGRADES    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PHILADELPHIA SUBDIV INSTALL STATIC WIRE  | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| PHILADELPHIA SUBDIV SUBSTATION UPGRADES  | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| PHL-WIL CATENARY STRUCTURE REP           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PRINCETON SUB 35 AIR BRK SW-CABLE TRENCH | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PRINCETON SUB 35 TRANSFORMR INSTALLATION | 0.1             | 0.1              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PROVIDENCE, RI- PLATE INSTALL TKS 1 & 2  | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| PRY SUBDIV SERVICE&POTENTIAL TRANS UPGR  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PSCC NEW YORK SYSTEM UPGRADES            | 0.6             | -                | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| PSNY SUB 43 31ST IMPROVEMENTS            | 0.1             | 0.1              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| PSNY SUB 43 7TH AVE IMPROVEMEN           | 0.1             | 0.1              | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| PSNY WALKOVER 18 CONDUIT/CABLE           | 0.3             | 0.3              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| RAHWAY SUB 39 - AIR BREAK SWITCH REPLACE | 0.2             | 0.2              | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| REPL 3RD RAIL ERT/HAROLD                 | 0.0             | -                | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| RICHMOND FREQ CIRCUIT BREAKERS           | 0.5             | 0.5              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| ROYALTON SUB 71 TRANSFORMER INSTALLATION | 0.9             | -                | 0.9            | 0.3                    | 0.5              | -                | -                            | 0.9            |
| ROYALTON SUB 71-TRANSFORMER INSTALL #2   | 0.9             | -                | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| S BAY I/L UPGRADE TO MICROLOK2           | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| SEATTLE, WA STATION IMPROVEMENTS DESIGN  | -               | 0.6              | 0.6            | -                      | 0.4              | 0.1              | -                            | 0.6            |
| SHAMPTON YD SUBSTA INTERFACE             | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| SHARON SUBSTA REPLACE CIRCUIT BREAKERS   | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| SHSY - SECTIONALIZING SWITCH REPLACEMENT | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| SOUTH PENN INTERLOCKING RENEWAL          | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| SOUTHAMPTON ST YD TURNOUTS               | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| SOUTHAMPTON YD 480 VOLT GROUND PWR UPGRS | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| SPRINGFIELD LN I/L STL RENEWAL           | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| SSYD SUB 44 IMPROVEMENTS                 | 0.1             | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| STATE INTERLOCKING RENEWAL               | -               | 12.0             | 12.0           | 11.2                   | 0.3              | 0.5              | -                            | 12.0           |
| STONY INTRL-EBHS SIG BRDG DSN AND INSTL  | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| STRUCTURES - BRIDGE TIE DESIGN           | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| SUB 32 TO SUB 34- SIGNAL PWR SYSTEM UPGR | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| SUB 34 TO SUB 42- SIGNAL PWR SYSTEM UPGR | 0.1             | 0.1              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| SUB 42-SUB 44 12KV CBL/CONDUIT           | 0.2             | 0.3              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| SUNNYSIDE YARD - SUBSTATION UP           | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| SUNNYSIDE YARD FREQ COMPUTER S           | 0.2             | 0.2              | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| SUNNYSIDE YARD INST TIMBER               | 0.4             | 0.4              | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| SUNNYSIDE YD DESIGN-CONSTRUCTION HSR FAC | -               | 7.0              | 7.0            | 6.6                    | 0.2              | 0.3              | -                            | 7.0            |
| TIES MICHIGAN LINE - WOOD TIE PROGRAM    | 6.0             | -                | 6.0            | -                      | 3.0              | 3.0              | -                            | 6.0            |
| TOWER ONE TURNOUT REPLACEMENT            | -               | 0.3              | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| TRACK - FUTURE DESIGN                    | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| TRANSFER,FOREST,PLAINS SW MACH           | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| TUN LIC NY-REHAB UPS AND STA BATTERIES   | -               | 0.2              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| TUN NY ERT-LINES 1&3 SUMP PUMP AIR LINES | 0.2             | 0.5              | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| TURNOUT DEVELOPMENT/DESIGN               | 0.8             | -                | 0.8            | 0.6                    | 0.2              | 0.0              | -                            | 0.8            |
| UNION INTERLOCKING C&S UPGR              | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| UNION SUBSTATION RELOCATION              | 0.0             | 0.0              | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| UNION TUN BALTIMORE, MD-SIG PWR SYS UPGR | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| WAS STATION CONCOURSE A IMPROVEMENTS     | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| WAS-BOS RAIL LUBICATOR REPLACE           | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| WASHINGTON TERM & IVY CITY - UPGR TRACKS | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| WASH-NEW YORK CURVE PATCH RAIL           | 4.0             | -                | 4.0            | 3.0                    | 0.8              | 0.1              | -                            | 4.0            |
| WASH-NEW YORK SYS UNDERCUTTING           | 24.5            | -                | 24.5           | 22.9                   | 0.6              | 1.0              | -                            | 24.5           |
| WAS-NEW ROCHELLE-INTERLOCKING DESIGN     | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| WAVERLY SUB 40 SIGNAL MACHINE            | 0.3             | 0.3              | 0.6            | 0.5                    | 0.0              | 0.0              | -                            | 0.6            |
| WEST DIVISION - STATION TRACK            | 1.0             | -                | 1.0            | -                      | 0.8              | 0.3              | -                            | 1.0            |
| WEST DIVISION- STATION CONSTRUCTION UPGR | 1.0             | -                | 1.0            | -                      | 0.8              | 0.3              | -                            | 1.0            |
| WILMINGTON SUBDIV CATENARY UPGRADES      | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| WILMINGTON SUBDIV SUBSTATION UPGRADES    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| WIL-WAS INTERLOCKING RTU REPLA           | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| ZOO-PAOLI CATENARY POLE DESIGN           | 1.0             | -                | 1.0            | 0.4                    | 0.6              | -                | -                            | 1.0            |
| 30TH STREET STATION SIGNAGE              | -               | 1.6              | 1.6            | -                      | 1.6              | -                | -                            | 1.6            |
| SANDPOINT ID STATION IMPROVEMENTS        | -               | 0.7              | 0.7            | -                      | 0.7              | -                | -                            | 0.7            |
| <b>Safety / Mandates</b>                 | <b>37.8</b>     | <b>0.7</b>       | <b>38.4</b>    | <b>29.9</b>            | <b>5.7</b>       | <b>2.9</b>       | <b>-</b>                     | <b>38.4</b>    |
| 1ST AVE NY ERT LINES 1&2- EMERG TRANS SW | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| BAL SUBDIV INST SECURITY FENCE           | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| BALT STATION INSTALL EMERGENCY GENERATOR | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| CETC NY SCADA PHASE II                   | 5.0             | -                | 5.0            | 5.0                    | 0.0              | -                | -                            | 5.0            |
| EMPIRE LINE OVERBUILD LIGHTING           | 0.2             | -                | 0.2            | 0.2                    | -                | -                | -                            | 0.2            |

(\$s in Millions)

|  | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| ENG EMPLOYEE ARC FLASH PROTECT                     | 0.6             | -                | 0.6            | 0.5                    | 0.1              | 0.0              | -                            | 0.6            |
| NEW ENGLAND DIVISION FENCING                       | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NY PROJECT MGMT INTERNAL LABOR                     | 0.7             | 0.2              | 0.9            | 0.8                    | 0.0              | -                | -                            | 0.9            |
| NY TUN EMERGENCY PWR DSN                           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | -                | -                            | 0.5            |
| NY TUNNELS - EMERGENCY SIGNAGE INSTL               | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| PENN STA NY - STANDPIPE HYDROSTATIC TEST           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PENN STATION NY FIRE LIFE SAFTY SYS UPGR           | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| PENN STATION NY STANDPIPE CNTRL SYS UPGR           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| Positive Train Control (PTC)                       | 9.0             | -                | 9.0            | 4.9                    | 2.0              | 2.1              | -                            | 9.0            |
| PTC AMTRAK OWNED INSTALLATION                      | 15.3            | -                | 15.3           | 11.9                   | 3.0              | 0.5              | -                            | 15.3           |
| PTC INSTALLATION AMTRAK SYSTEM                     | 2.5             | -                | 2.5            | 1.9                    | 0.5              | 0.1              | -                            | 2.5            |
| SEPTA STATIONS INTERTRACK FENCE UPGRADES           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| <b>Major Projects</b>                              | <b>48.1</b>     | <b>218.1</b>     | <b>266.2</b>   | <b>210.3</b>           | <b>44.7</b>      | <b>11.1</b>      | -                            | <b>266.2</b>   |
| BRANDY-RAGAN SEC IMPROVEMENT                       | 7.0             | 5.0              | 12.0           | 11.2                   | 0.3              | 0.5              | -                            | 12.0           |
| BWI IMPRV/WINANS-GROVE TK 4                        | -               | 0.0              | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| CENTRAL DIVISION MOVABLE BRIDGE UPGRADES           | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| CT106.89 CONN RV REPL DESIGN                       | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| CT116.74 REPL DESIGN/CONSTRUCT                     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| HAMILTON SUB NJHSRIP DESIGN-CONSTRUCTION           | -               | 4.2              | 4.2            | 4.0                    | 0.1              | 0.2              | -                            | 4.2            |
| HBG LINE PRIVATE XING ELIM                         | 1.5             | -                | 1.5            | 0.6                    | 0.9              | -                | -                            | 1.5            |
| KINGSTON RI CAPACITY AND PLATF                     | -               | 10.0             | 10.0           | 9.4                    | 0.2              | 0.4              | -                            | 10.0           |
| LANDOVER/HANSON I/L RENEWAL                        | 3.4             | 6.6              | 10.0           | 9.4                    | 0.2              | 0.4              | -                            | 10.0           |
| MD060.07 SUSQUEHANNA BRIDGE REPLACEMENT            | -               | 5.0              | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| METUCHEN FREQ CONVERTER NJHSRIP                    | -               | 26.9             | 26.9           | 25.0                   | 0.7              | 1.1              | -                            | 26.9           |
| MICHIGAN LINE MP 238-INSTALL NEW SIDING            | -               | 4.0              | 4.0            | -                      | 2.0              | 2.0              | -                            | 4.0            |
| NEW BRUNSWICK-TRENTON NJHSRIP BRIDGES              | -               | 1.8              | 1.8            | 1.7                    | 0.0              | 0.1              | -                            | 1.8            |
| NEW BRUNSWICK-TRENTON NJHSRIP CATENARY             | -               | 55.6             | 55.6           | 51.8                   | 1.5              | 2.4              | -                            | 55.6           |
| NEW BRUNSWICK-TRENTON NJHSRIP PRG MGMNT            | -               | 18.2             | 18.2           | 17.1                   | 0.4              | 0.7              | -                            | 18.2           |
| NEW BRUNSWICK-TRENTON NJHSRIP SIGNALS              | -               | 27.4             | 27.4           | 25.7                   | 0.7              | 1.1              | -                            | 27.4           |
| NEW BRUNSWICK-TRENTON NJHSRIP TRACK                | -               | 12.6             | 12.6           | 11.8                   | 0.3              | 0.5              | -                            | 12.6           |
| PENN STA NY NJHSRIP I/L RENEWAL PM                 | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PENN STA NY NJHSRIP INTERLOCKING RENEWAL           | -               | 2.5              | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| PENN STATION NY BROOKFIELD OVERBUILD               | -               | 2.0              | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| SPRINGFIELD LN DOUBLE TRACK                        | -               | 36.0             | 36.0           | -                      | 36.0             | -                | -                            | 36.0           |
| NJ006.10 NEW PORTAL NORTH BR CONSTR - Amtrak Share | 35.0            | -                | 35.0           | 32.8                   | 0.9              | 1.4              | -                            | 35.0           |
| <b>Support Equipment and Vehicles</b>              | <b>21.2</b>     | -                | <b>21.2</b>    | <b>16.0</b>            | <b>4.4</b>       | <b>0.9</b>       | -                            | <b>21.2</b>    |
| ACELA TRAIN - REFURBISH ACCELE                     | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| ADVANCED TECHNOLOGY TK INSP SYS                    | 1.4             | -                | 1.4            | 1.1                    | 0.3              | 0.0              | -                            | 1.4            |
| ENGINEERING - VEHICLE ACQUISITION                  | 8.4             | -                | 8.4            | 6.4                    | 1.7              | 0.3              | -                            | 8.4            |
| ENGINEERING ROLLING STOCK HEAVY OVERHAUL           | 1.8             | -                | 1.8            | 1.4                    | 0.4              | 0.1              | -                            | 1.8            |
| ENGINEERING TRACK EQI PURCHASE                     | 8.3             | -                | 8.3            | 6.3                    | 1.7              | 0.3              | -                            | 8.3            |
| TRACK GAUGE RESTRAINT MEASURING SYSTEM             | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| VEHICLE REPLACEMENT                                | 0.9             | -                | 0.9            | 0.5                    | 0.2              | 0.2              | -                            | 0.9            |
| <b>Amtrak Support</b>                              | <b>5.0</b>      | -                | <b>5.0</b>     | <b>3.8</b>             | <b>1.0</b>       | <b>0.2</b>       | -                            | <b>5.0</b>     |
| ENGINEERING CAPITAL PROGRAM-PROJECT MGT            | 5.0             | -                | 5.0            | 3.8                    | 1.0              | 0.2              | -                            | 5.0            |
| <b>Rolling Stock Acquisition</b>                   | <b>57.2</b>     | -                | <b>57.2</b>    | <b>2.3</b>             | <b>0.3</b>       | <b>54.6</b>      | -                            | <b>57.2</b>    |
| <b>Special Programs</b>                            | <b>57.2</b>     | -                | <b>57.2</b>    | <b>2.3</b>             | <b>0.3</b>       | <b>54.6</b>      | -                            | <b>57.2</b>    |
| LONG DISTANCE SINGLE LEVEL REPLACMNT-CAF           | 54.3            | -                | 54.3           | -                      | -                | 54.3             | -                            | 54.3           |
| Next Generation Trainset Procurement-PM            | 2.2             | -                | 2.2            | 2.0                    | 0.1              | 0.1              | -                            | 2.2            |
| ROLLING STOCK LIFE EXT FEASIBILITY STUDY           | 0.7             | -                | 0.7            | 0.4                    | 0.2              | 0.2              | -                            | 0.7            |
| <b>Stations and Facilities</b>                     | <b>109.1</b>    | <b>75.4</b>      | <b>184.5</b>   | <b>109.1</b>           | <b>31.7</b>      | <b>17.7</b>      | <b>26.0</b>                  | <b>184.5</b>   |
| <b>Improvements</b>                                | <b>42.2</b>     | <b>44.8</b>      | <b>87.0</b>    | <b>37.8</b>            | <b>18.2</b>      | <b>8.9</b>       | <b>22.2</b>                  | <b>87.0</b>    |
| 2014 INFRASTRUCTURE PROTECTION-/VSAAC              | -               | 7.1              | 7.1            | 5.4                    | 1.5              | 0.2              | -                            | 7.1            |
| 2014 RAILSFAE                                      | -               | 1.1              | 1.1            | 0.8                    | 0.2              | 0.0              | -                            | 1.1            |
| AMTRAK SYS DSN STA IMPV                            | 1.3             | -                | 1.3            | 1.0                    | 0.3              | 0.0              | -                            | 1.3            |
| AMTRAK SYSTEM 480 VOLT STANDBY POWER               | 1.0             | -                | 1.0            | 0.7                    | 0.2              | 0.0              | -                            | 1.0            |
| BEECH GROVE, IN-WAREHOUSE PURCHASE-UPGR            | -               | 0.8              | 0.8            | -                      | 0.4              | 0.4              | -                            | 0.8            |
| CENTRAL DIVI STA UPGR/ADA                          | 1.8             | -                | 1.8            | -                      | 0.9              | 0.9              | -                            | 1.8            |
| CENTRAL DIVISION - FACILITY UPGRADES               | 1.5             | -                | 1.5            | -                      | 0.8              | 0.8              | -                            | 1.5            |
| Chicago Parking Garage Improvements                | 0.4             | -                | 0.4            | -                      | -                | -                | 0.4                          | 0.4            |
| CHICAGO YDS FACILITIES UPGRADE                     | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| EMPIRE CORR-TRANSPORTATION FACILITY UPGR           | -               | 1.0              | 1.0            | -                      | 0.9              | 0.1              | -                            | 1.0            |
| Future Building and Land Purchases                 | 20.0            | -                | 20.0           | -                      | -                | -                | 20.0                         | 20.0           |
| HUNTER YARD NJ - MOFW BASE UPGRADES                | -               | 12.0             | 12.0           | 11.2                   | 0.3              | 0.5              | -                            | 12.0           |
| INSTALL HGH EFF LIGHT-MECH FAC                     | 1.8             | -                | 1.8            | -                      | -                | -                | 1.8                          | 1.8            |
| KING ST YD- IMPROVEMENTS/SOUND TRANS DSN           | 4.0             | 4.4              | 8.4            | -                      | 4.2              | 4.2              | -                            | 8.4            |
| KINGSTON STATION PROJECT?AMTRAK'S SHARE            | 4.0             | -                | 4.0            | 4.0                    | -                | -                | -                            | 4.0            |
| MAD - TRANSPORTATION FACILITY UPGRADES             | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| MID ATLANTIC DIVISION - FACILITY UPGRADES          | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MOYNIHAN STATION - STATION CONSTRUCTION            | -               | 7.6              | 7.6            | 6.1                    | 1.1              | 0.4              | -                            | 7.6            |
| PAOLI PA NEW TRANS CENTER MP 20.0                  | -               | 0.2              | 0.2            | 0.1                    | 0.2              | -                | -                            | 0.2            |
| POLICE NATIONAL COMM CENTER RELOCATION             | 1.1             | -                | 1.1            | 0.9                    | 0.2              | 0.0              | -                            | 1.1            |



(\$s in Millions)

|  | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| Replace Wilm Maint Facility Heating Sys  | -               | 4.7              | 4.7            | 4.2                    | 0.3              | 0.2              | -                            | 4.7            |
| Re-Powering of Switchers at Iv           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| ROCHESTER NY STATION IMPROVEMENTS        | -               | 6.0              | 6.0            | -                      | 5.6              | 0.4              | -                            | 6.0            |
| South Hampton St YD Switch CTRL Mods     | 0.8             | -                | 0.8            | 0.4                    | 0.2              | 0.2              | -                            | 0.8            |
| STA SCHENECTADY NY - STA UPRD            | -               | 0.0              | 0.0            | -                      | 0.0              | 0.0              | -                            | 0.0            |
| WEST DIVISION - FACILITY UPGRADES        | 0.9             | -                | 0.9            | -                      | 0.7              | 0.2              | -                            | 0.9            |
| WILMINGTON FACILITY IMPS                 | 0.6             | -                | 0.6            | 0.3                    | 0.1              | 0.1              | -                            | 0.6            |
| WILMINGTON, DE - NEW MAINTENANCE COMPLEX | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| <b>SOGR Base</b>                         | <b>43.7</b>     | <b>10.1</b>      | <b>53.8</b>    | <b>32.7</b>            | <b>10.6</b>      | <b>6.6</b>       | <b>3.9</b>                   | <b>53.8</b>    |
| 30TH STA ELEVATOR REPLACEMENT            | 1.4             | -                | 1.4            | 1.3                    | 0.1              | 0.1              | -                            | 1.4            |
| 30TH STA HVAC CTRL UPGR                  | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| 30TH STREET STA - ESCALATOR REPLACEMENT  | 0.7             | -                | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| 30TH STREET STATION - FACADE R           | 12.0            | -                | 12.0           | 11.9                   | 0.1              | -                | -                            | 12.0           |
| 30th Street Station - Understr           | -               | 2.4              | 2.4            | -                      | -                | -                | 2.4                          | 2.4            |
| BALTIMORE STA MASTER PLAN IMPLEMENTATION | 2.8             | 0.2              | 3.0            | 2.7                    | 0.1              | 0.2              | -                            | 3.0            |
| BALTIMORE STATION-PUBLIC RESTR           | -               | 0.1              | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| BEAR FACILITY IMPROVEMENTS               | 0.6             | -                | 0.6            | 0.3                    | 0.1              | 0.1              | -                            | 0.6            |
| BEECH GROVE SHOPS FACILITY IMP           | 0.6             | -                | 0.6            | 0.3                    | 0.1              | 0.1              | -                            | 0.6            |
| CHICAGO STATION SOGR IMPROVEMENTS        | 8.5             | -                | 8.5            | -                      | 4.3              | 4.3              | -                            | 8.5            |
| DOCK I/L TOWER ELEC EQUIP UPGR           | -               | 0.2              | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| HARRISBURG LN STATION UPGRS              | 2.2             | -                | 2.2            | -                      | 2.2              | -                | -                            | 2.2            |
| MAD - STATION CONSTRUCTION UPGRADES      | 1.4             | -                | 1.4            | 1.1                    | 0.3              | 0.0              | -                            | 1.4            |
| MAT HANDLING EQUIP FACILITIES S          | 0.9             | -                | 0.9            | 0.5                    | 0.2              | 0.2              | -                            | 0.9            |
| Material Management Facilities SOGR      | 1.5             | -                | 1.5            | -                      | -                | -                | 1.5                          | 1.5            |
| MID ATLANTIC DIVISION-MOFW BASE UPGRADES | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| MOFW BASES INVENTORY SECURITY            | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| MOUNT JOY, PA STATION IMPROVEM           | -               | 1.0              | 1.0            | -                      | 1.0              | -                | -                            | 1.0            |
| NED - STATION CONSTRUCTION UPGRADES      | -               | 1.9              | 1.9            | 1.5                    | 0.4              | 0.1              | -                            | 1.9            |
| NEW ENGLAND DIVISION MOFW BASE UPGRADES  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NY PSCC - BUILDING ROOF REPLACEMENT      | 0.1             | 0.2              | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| NYD - STATION CONSTRUCTION UPGRADES      | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PSNY ESCALATOR REPLACEMENT               | -               | 0.2              | 0.2            | 0.2                    | 0.0              | -                | -                            | 0.2            |
| PSNY FACILITIES UPGRADES                 | 0.4             | 0.9              | 1.4            | 1.3                    | 0.0              | -                | -                            | 1.4            |
| ROUTE 128 STA MA-PLATFORM LIGHTING UPGR  | 0.9             | -                | 0.9            | 0.9                    | -                | -                | -                            | 0.9            |
| STRUCTURES FAC FUTURE DESIGN             | 1.5             | -                | 1.5            | 1.1                    | 0.3              | 0.0              | -                            | 1.5            |
| SUP EQI-STATIONS-FAC-TERMINALS OPTS SOGR | 5.5             | -                | 5.5            | 3.0                    | 1.2              | 1.3              | -                            | 5.5            |
| WAS & IVY CITY ELECTRICAL UPGR           | -               | 0.5              | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| WASH PLATFORM RENEWAL-MARC               | -               | 2.2              | 2.2            | 2.2                    | -                | -                | -                            | 2.2            |
| WASH UNION-STA PLATFORM CANOPY ROOF UPGR | -               | 0.4              | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| WILM SERVICE FACILITY-STRUCTURAL UPGR    | 0.6             | -                | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| <b>Safety / Mandates</b>                 | <b>0.3</b>      | <b>1.1</b>       | <b>1.3</b>     | <b>1.0</b>             | <b>0.3</b>       | <b>0.0</b>       | -                            | <b>1.3</b>     |
| 30TH STREET STATION EMERGENCY GENERATOR  | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| EXTON PA NEW HIGH LEVEL PLATFORM STATION | -               | 1.0              | 1.0            | 0.7                    | 0.3              | -                | -                            | 1.0            |
| PSNY-EMERG OPERATION PLAN DEVELOPMENT    | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| STA MIDDLETOWN, PA STATION - NEW STATION | -               | 0.1              | 0.1            | 0.0                    | 0.0              | -                | -                            | 0.1            |
| <b>Major Projects</b>                    | <b>1.3</b>      | <b>1.2</b>       | <b>2.5</b>     | <b>2.3</b>             | <b>0.1</b>       | <b>0.1</b>       | -                            | <b>2.5</b>     |
| BRANFORD-GUILFORD CT STATION IMPROVEMENT | -               | 1.2              | 1.2            | 1.1                    | 0.0              | 0.0              | -                            | 1.2            |
| IVY CITY-TRAIN TRAFFIC UPGR MASTER PLN   | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.1              | -                            | 1.3            |
| <b>NEC Master Planning</b>               | <b>21.7</b>     | <b>9.5</b>       | <b>31.1</b>    | <b>28.7</b>            | <b>0.7</b>       | <b>1.8</b>       | -                            | <b>31.1</b>    |
| NEC SPINE HSR ALIGNMENT ENHANCEMENTS     | 0.3             | -                | 0.3            | 0.3                    | -                | -                | -                            | 0.3            |
| WA Union Term Master Plan Impl           | 21.4            | 9.5              | 30.9           | 28.4                   | 0.7              | 1.8              | -                            | 30.9           |
| <b>Amtrak Support</b>                    | -               | <b>8.8</b>       | <b>8.8</b>     | <b>6.7</b>             | <b>1.8</b>       | <b>0.3</b>       | -                            | <b>8.8</b>     |
| 2014 EXERCISES AND TRAINING              | -               | 1.4              | 1.4            | 1.0                    | 0.3              | 0.0              | -                            | 1.4            |
| 2014 OPERATIONAL PACKAGES                | -               | 6.1              | 6.1            | 4.7                    | 1.3              | 0.2              | -                            | 6.1            |
| 2014 SECURITY AWARENESS                  | -               | 1.3              | 1.3            | 1.0                    | 0.3              | 0.0              | -                            | 1.3            |
| <b>Technology Systems</b>                | <b>91.0</b>     | -                | <b>91.0</b>    | <b>30.2</b>            | <b>12.4</b>      | <b>11.3</b>      | <b>37.0</b>                  | <b>91.0</b>    |
| <b>Software</b>                          | <b>44.2</b>     | -                | <b>44.2</b>    | <b>6.7</b>             | <b>1.9</b>       | <b>0.4</b>       | <b>35.1</b>                  | <b>44.2</b>    |
| AMTRAK E-TICKETING INITIATIVE            | 1.4             | -                | 1.4            | -                      | -                | -                | 1.4                          | 1.4            |
| Amtrak Foundation - Train Operations Tec | 0.7             | -                | 0.7            | -                      | -                | -                | 0.7                          | 0.7            |
| ENG INFORMATION PORTAL SYS               | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| ENG PROJ ESTIMATING APPLICATION DEVLPMNT | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| FY04 ENG AMM DEVELOPMENT                 | 0.9             | -                | 0.9            | 0.7                    | 0.2              | 0.0              | -                            | 0.9            |
| FY05 ENG AMM DEVELOPMENT                 | 7.3             | -                | 7.3            | 5.6                    | 1.5              | 0.2              | -                            | 7.3            |
| HCM Foundations                          | 4.3             | -                | 4.3            | -                      | -                | -                | 4.3                          | 4.3            |
| IT Strategic Technology Program          | 10.7            | -                | 10.7           | -                      | -                | -                | 10.7                         | 10.7           |
| IT Technology Upgrade Program            | 3.5             | -                | 3.5            | -                      | -                | -                | 3.5                          | 3.5            |
| Mobile Infrastructure Enhancement Progrm | 3.8             | -                | 3.8            | -                      | -                | -                | 3.8                          | 3.8            |
| PERSONAL CMPTR/FIELD DEPLOYED            | 1.5             | -                | 1.5            | -                      | -                | -                | 1.5                          | 1.5            |
| Reservation Ecosystem Next Gen           | 6.7             | -                | 6.7            | -                      | -                | -                | 6.7                          | 6.7            |
| WMS NETWORK REDESIGN/UPGRADE             | 2.4             | -                | 2.4            | -                      | -                | -                | 2.4                          | 2.4            |
| WORK MANAGEMENT SYSTEM                   | 0.7             | -                | 0.7            | 0.4                    | 0.2              | 0.2              | -                            | 0.7            |

| <i>(\$s in Millions)</i>                | FY 2015<br>GCAP | FY 2015<br>Other | Grand<br>Total   | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total   |
|---|-----------------|------------------|------------------|------------------------|------------------|------------------|------------------------------|------------------|
| <b>Hardware</b>                         | <b>3.4</b>      | -                | <b>3.4</b>       | -                      | <b>0.8</b>       | <b>0.8</b>       | <b>1.7</b>                   | <b>3.4</b>       |
| AMTRAK MOBILE APPLICATIONS ENHANCEMENTS | 0.5             | -                | 0.5              | -                      | -                | -                | 0.5                          | 0.5              |
| AMTRAK PASS RIDER DATABASE REPLATFORM   | 1.2             | -                | 1.2              | -                      | -                | -                | 1.2                          | 1.2              |
| Fuel Management and Monitoring Systems  | 1.7             | -                | 1.7              | -                      | 0.8              | 0.8              | -                            | 1.7              |
| <b>Back Office Support</b>              | <b>0.7</b>      | -                | <b>0.7</b>       | <b>0.3</b>             | <b>0.1</b>       | <b>0.1</b>       | <b>0.2</b>                   | <b>0.7</b>       |
| PHILA CALL CNTR FAC IMPROV              | 0.2             | -                | 0.2              | -                      | -                | -                | 0.2                          | 0.2              |
| <b>RIVERSIDE CALL CNTR FAC IMPROV</b>   | <b>0.5</b>      | -                | <b>0.5</b>       | <b>0.3</b>             | <b>0.1</b>       | <b>0.1</b>       | -                            | <b>0.5</b>       |
| Operations Foundation                   | 42.7            | -                | 42.7             | 23.2                   | 9.6              | 9.9              | -                            | 42.7             |
| Operations Foundation                   | 42.7            | -                | 42.7             | 23.2                   | 9.6              | 9.9              | -                            | 42.7             |
| <b>Hold Back for Operating</b>          | <b>11.0</b>     | -                | <b>11.0</b>      | -                      | -                | -                | <b>11.0</b>                  | <b>11.0</b>      |
| <b>Hold Back for Operating</b>          | <b>11.0</b>     | -                | <b>11.0</b>      | -                      | -                | -                | <b>11.0</b>                  | <b>11.0</b>      |
| Hold Back for Operating                 | 11.0            | -                | 11.0             | -                      | -                | -                | 11.0                         | 11.0             |
| <b>Future Capital Allocations</b>       | <b>46.6</b>     | -                | <b>46.6</b>      | <b>37.3</b>            | -                | <b>9.3</b>       | -                            | <b>46.6</b>      |
| <b>Future Capital Allocations</b>       | <b>46.6</b>     | -                | <b>46.6</b>      | <b>37.3</b>            | -                | <b>9.3</b>       | -                            | <b>46.6</b>      |
| Future Capital Allocations              | 46.6            | -                | 46.6             | 37.3                   | -                | 9.3              | -                            | 46.6             |
| <b>Grand Total</b>                      | <b>\$990.7</b>  | <b>\$452.9</b>   | <b>\$1,443.6</b> | <b>\$915.0</b>         | <b>\$214.3</b>   | <b>\$234.3</b>   | <b>\$80.0</b>                | <b>\$1,443.6</b> |
| PRIIA 209 Rolling Stock Maintenance     | (54.4)          | 54.4             | -                | -                      | -                | -                | -                            | -                |
| <b>General Capital</b>                  | <b>\$936.3</b>  | <b>\$507.3</b>   | <b>\$1,443.6</b> | -                      | -                | -                | -                            | -                |

## FY 2016 CAPITAL PROJECT LIST

| (\$s in Millions)                        | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| <b>ADA Compliance</b>                    | <b>\$50.0</b>   | <b>-</b>         | <b>\$50.0</b>  | <b>\$36.1</b>          | <b>\$11.1</b>    | <b>\$2.8</b>     | <b>-</b>                     | <b>\$50.0</b>  |
| <b>ADA Stations</b>                      | <b>44.0</b>     | <b>-</b>         | <b>44.0</b>    | <b>32.9</b>            | <b>9.7</b>       | <b>1.4</b>       | <b>-</b>                     | <b>44.0</b>    |
| ADA COMPLIANCE PROJECTS                  | 44.0            | -                | 44.0           | 32.9                   | 9.7              | 1.4              | -                            | 44.0           |
| <b>Safety / Mandates</b>                 | <b>6.0</b>      | <b>-</b>         | <b>6.0</b>     | <b>3.3</b>             | <b>1.3</b>       | <b>1.4</b>       | <b>-</b>                     | <b>6.0</b>     |
| Passenger Information Display SYS (PIDS) | 6.0             | -                | 6.0            | 3.3                    | 1.3              | 1.4              | -                            | 6.0            |
| <b>Environmental Remediation</b>         | <b>10.7</b>     | <b>0.6</b>       | <b>11.3</b>    | <b>7.1</b>             | <b>2.4</b>       | <b>1.7</b>       | <b>-</b>                     | <b>11.3</b>    |
| <b>Safety / Mandates</b>                 | <b>10.7</b>     | <b>0.6</b>       | <b>11.3</b>    | <b>7.1</b>             | <b>2.4</b>       | <b>1.7</b>       | <b>-</b>                     | <b>11.3</b>    |
| Asbestos, Lead Paint and Mold            | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| BEECH GROVE FACILITY - WASTEWA           | 1.5             | -                | 1.5            | -                      | 0.8              | 0.8              | -                            | 1.5            |
| CEDAR HILL REMEDATION                    | 1.0             | -                | 1.0            | 0.9                    | 0.1              | 0.0              | -                            | 1.0            |
| HIALEAH FL PAHS REMEDIATION              | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| LA WASTEWATER/STORMWATER UPGR            | 0.5             | -                | 0.5            | -                      | 0.4              | 0.1              | -                            | 0.5            |
| LANCASTER PA MAIL TUN PREVENT GRND WATER | 0.1             | -                | 0.1            | -                      | 0.1              | -                | -                            | 0.1            |
| MIDWAY, CT STORMWATER TREATMENT SYSTEM   | 0.3             | -                | 0.3            | 0.3                    | -                | -                | -                            | 0.3            |
| NEW BRUNSWICK COMMUTER YARD REMEDIATION  | -               | 0.3              | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NEW ORLEANS DAF UPGRADES                 | 0.6             | -                | 0.6            | -                      | 0.3              | 0.3              | -                            | 0.6            |
| NEW ORLEANS FUELING FACILITY UPGRS       | 0.4             | -                | 0.4            | -                      | 0.2              | 0.2              | -                            | 0.4            |
| Oakland Stormwater Treatment System      | 0.2             | -                | 0.2            | -                      | 0.2              | 0.1              | -                            | 0.2            |
| PENN COACH YD FUELING SITE SPILL PREVENT | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| Penn Station Track Remediation           | 0.2             | -                | 0.2            | 0.1                    | 0.0              | -                | -                            | 0.2            |
| Prevention of Groundwater Cont           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| SANFORD FL WASTEWATER SYSTEM UPGRADE     | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| SUNNYSIDE YARD OIL/PCB REMED             | 0.7             | -                | 0.7            | 0.7                    | 0.0              | -                | -                            | 0.7            |
| SUNNYSIDE YD WASTEWATER SYSTEM UPGRADE   | 0.8             | -                | 0.8            | 0.8                    | 0.0              | -                | -                            | 0.8            |
| TRENTON NJ - COMMUTER YARD REMEDIATION   | -               | 0.3              | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| Wilmington Maintenance Facility Stormwa  | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| WILMINGTON MOFE FACILITY-PCB/O           | 2.5             | -                | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| Wilmington West Yard                     | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| <b>Fleet Overhauls</b>                   | <b>265.6</b>    | <b>-</b>         | <b>265.6</b>   | <b>82.0</b>            | <b>72.1</b>      | <b>111.5</b>     | <b>-</b>                     | <b>265.6</b>   |
| <b>Acela Programs</b>                    | <b>39.1</b>     | <b>-</b>         | <b>39.1</b>    | <b>39.1</b>            | <b>-</b>         | <b>-</b>         | <b>-</b>                     | <b>39.1</b>    |
| ACELA OVERHAUL                           | 39.1            | -                | 39.1           | 39.1                   | -                | -                | -                            | 39.1           |
| <b>Amfleet Programs</b>                  | <b>86.3</b>     | <b>-</b>         | <b>86.3</b>    | <b>32.5</b>            | <b>31.2</b>      | <b>22.6</b>      | <b>-</b>                     | <b>86.3</b>    |
| AMFLEET I CAFE/CLUB O/H LVL 1            | 16.0            | -                | 16.0           | 7.1                    | 8.2              | 0.7              | -                            | 16.0           |
| AMFLEET I COACH LEVEL 2 OVERHAUL         | 29.4            | -                | 29.4           | 16.6                   | 12.4             | 0.4              | -                            | 29.4           |
| AMFLEET I COACH O/H LEVEL 1              | 16.7            | -                | 16.7           | 8.6                    | 7.0              | 1.1              | -                            | 16.7           |
| Amfleet II Coach Overhaul Level 2        | 20.1            | -                | 20.1           | -                      | 3.0              | 17.2             | -                            | 20.1           |
| Amfleet II Diner Overhaul Leve           | 3.2             | -                | 3.2            | -                      | -                | 3.2              | -                            | 3.2            |
| Cab Car Overhauls - Level 2              | 0.8             | -                | 0.8            | 0.3                    | 0.6              | -                | -                            | 0.8            |
| <b>General Safety &amp; Reliability</b>  | <b>8.1</b>      | <b>-</b>         | <b>8.1</b>     | <b>4.2</b>             | <b>1.7</b>       | <b>2.3</b>       | <b>-</b>                     | <b>8.1</b>     |
| AUTO CARRIER MODIFICATION                | 0.5             | -                | 0.5            | -                      | -                | 0.5              | -                            | 0.5            |
| CRACKED WHEEL DETECTOR                   | 0.6             | -                | 0.6            | 0.3                    | 0.1              | 0.1              | -                            | 0.6            |
| ENGINEERING MODIFICATION PROJECT         | 5.0             | -                | 5.0            | 2.7                    | 1.1              | 1.2              | -                            | 5.0            |
| Trackside Acoustic Detection Systems (T  | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| Wheel Scan                               | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| <b>Horizon/Surfliner Programs</b>        | <b>14.3</b>     | <b>-</b>         | <b>14.3</b>    | <b>0.8</b>             | <b>13.4</b>      | <b>0.1</b>       | <b>-</b>                     | <b>14.3</b>    |
| Horizon Cafe Overhaul                    | 1.2             | -                | 1.2            | 0.8                    | 0.4              | -                | -                            | 1.2            |
| HORIZON COACH OVERHAUL - LEVEL 2         | 8.4             | -                | 8.4            | -                      | 8.4              | 0.1              | -                            | 8.4            |
| SURFLINER CAB CAR OVERHAUL               | 0.8             | -                | 0.8            | -                      | 0.8              | -                | -                            | 0.8            |
| Surfliner Café Overhaul                  | 1.1             | -                | 1.1            | -                      | 1.1              | -                | -                            | 1.1            |
| SURFLINER COACH OVERHAUL                 | 1.9             | -                | 1.9            | -                      | 1.9              | -                | -                            | 1.9            |
| SURFLINER CUSTOM COACH OVERHAU           | 0.7             | -                | 0.7            | -                      | 0.7              | -                | -                            | 0.7            |
| <b>Locomotives</b>                       | <b>41.6</b>     | <b>-</b>         | <b>41.6</b>    | <b>-</b>               | <b>19.9</b>      | <b>21.7</b>      | <b>-</b>                     | <b>41.6</b>    |
| DIESEL LOCOMOTIVE LCPM                   | 25.6            | -                | 25.6           | -                      | 10.9             | 14.7             | -                            | 25.6           |
| F59 Locomotive Overhaul                  | 5.0             | -                | 5.0            | -                      | 5.0              | -                | -                            | 5.0            |
| Non-Powered Control Units(NPCU)-Overhaul | 4.0             | -                | 4.0            | -                      | 4.0              | -                | -                            | 4.0            |
| P-32-ED Locomotive Overhaul              | 7.0             | -                | 7.0            | -                      | -                | 7.0              | -                            | 7.0            |
| <b>Mandatory Projects</b>                | <b>5.0</b>      | <b>-</b>         | <b>5.0</b>     | <b>2.7</b>             | <b>1.1</b>       | <b>1.2</b>       | <b>-</b>                     | <b>5.0</b>     |
| CAR MANDATORY PROGRAMS                   | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| LOCOMOTIVE MANDATORY PROGRAMS            | 3.0             | -                | 3.0            | 1.6                    | 0.7              | 0.7              | -                            | 3.0            |
| <b>Superliners</b>                       | <b>57.4</b>     | <b>-</b>         | <b>57.4</b>    | <b>-</b>               | <b>3.6</b>       | <b>53.8</b>      | <b>-</b>                     | <b>57.4</b>    |
| SL I SLEEPER OVERHAUL                    | 6.2             | -                | 6.2            | -                      | -                | 6.2              | -                            | 6.2            |
| SUPERLINER DINER LOUNGE OVERHA           | 4.4             | -                | 4.4            | -                      | -                | 4.4              | -                            | 4.4            |
| SUPERLINER I COACH OVERHAULS             | 22.3            | -                | 22.3           | -                      | 3.4              | 18.9             | -                            | 22.3           |
| SUPERLINER I LOUNGE OVERHAULS            | 2.1             | -                | 2.1            | -                      | -                | 2.1              | -                            | 2.1            |
| SUPERLINER II COACH OVERHAUL             | 6.7             | -                | 6.7            | -                      | 0.2              | 6.4              | -                            | 6.7            |
| SUPERLINER II DINER OVERHAUL             | 3.1             | -                | 3.1            | -                      | -                | 3.1              | -                            | 3.1            |
| SUPERLINER II LOUNGE OVERHAUL            | 0.5             | -                | 0.5            | -                      | -                | 0.5              | -                            | 0.5            |
| SUPERLINER II SLEEPER OVERHAUL           | 6.5             | -                | 6.5            | -                      | -                | 6.5              | -                            | 6.5            |
| SUPERLINER II TRNS SLEEP/DRM OH          | 5.6             | -                | 5.6            | -                      | -                | 5.6              | -                            | 5.6            |

|   | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|---|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| <b>(\$s in Millions)</b>                                  |                 |                  |                |                        |                  |                  |                              |                |
| <b>Viewliner Programs</b>                                 | <b>8.8</b>      | -                | <b>8.8</b>     | -                      | -                | <b>8.8</b>       | -                            | <b>8.8</b>     |
| VIEWLINER SLEEPER - OVERHAUL                              | 8.8             | -                | 8.8            | -                      | -                | 8.8              | -                            | 8.8            |
| <b>Wrecks</b>   | <b>5.0</b>      | -                | <b>5.0</b>     | <b>2.7</b>             | <b>1.1</b>       | <b>1.2</b>       | -                            | <b>5.0</b>     |
| Car Wreck Rehabilitation Program                          | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| Locomotive Wreck Program                                  | 3.0             | -                | 3.0            | 1.6                    | 0.7              | 0.7              | -                            | 3.0            |
| <b>Gateway Program</b>                                    | <b>104.0</b>    | <b>11.0</b>      | <b>115.0</b>   | <b>105.4</b>           | <b>6.5</b>       | <b>3.1</b>       | -                            | <b>115.0</b>   |
| <b>Special Programs</b>                                   | <b>104.0</b>    | <b>11.0</b>      | <b>115.0</b>   | <b>105.4</b>           | <b>6.5</b>       | <b>3.1</b>       | -                            | <b>115.0</b>   |
| Gateway Construction                                      | 59.0            | 11.0             | 70.0           | 62.4                   | 5.5              | 2.1              | -                            | 70.0           |
| GATEWAY PRELIMINARY DESIGN AND PLANNING                   | 9.0             | -                | 9.0            | 8.5                    | 0.2              | 0.4              | -                            | 9.0            |
| HUDSON INTERLOCKING-TURNOUT INSTALLATION                  | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| HUDSON RIVER RESILIENCY NEW TUNNELS-NEPA                  | 5.0             | -                | 5.0            | 4.8                    | 0.1              | 0.1              | -                            | 5.0            |
| HUDSON YD CONSTRUCT TUNNEL BOX                            | 7.5             | -                | 7.5            | 7.2                    | 0.1              | 0.2              | -                            | 7.5            |
| LIRR HUDSON YD CONSTRUCT TUN BOX PHASE 2                  | 5.5             | -                | 5.5            | 5.3                    | 0.1              | 0.1              | -                            | 5.5            |
| MOYNIHAN-PSNY SOUTH CONCEPTUAL DESIGN                     | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.1              | -                            | 1.0            |
| NJ007.80&NJ007.96-BRDG CAPACITY UPGR DSN                  | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NORTH RIVER TUN CONSTRUCT NEW TUN DSN                     | 5.0             | -                | 5.0            | 5.0                    | 0.0              | -                | -                            | 5.0            |
| NY GATEWAY TUNNEL - PHASE 1 DESIGN                        | 4.7             | -                | 4.7            | 4.4                    | 0.1              | 0.2              | -                            | 4.7            |
| NY PENN STATION MASTER PLAN IMPROVEMENTS                  | 4.3             | -                | 4.3            | 4.2                    | 0.0              | -                | -                            | 4.3            |
| PENN STATION NY SOUTH CONCEPTUAL DESIGN                   | 1.0             | -                | 1.0            | 0.9                    | 0.1              | 0.0              | -                            | 1.0            |
| SECAUCUS STA-BERGEN LOOPS CONCEPT DESIGN                  | 0.8             | -                | 0.8            | 0.8                    | -                | -                | -                            | 0.8            |
| <b>Infrastructure Renewal</b>                             | <b>795.7</b>    | <b>539.5</b>     | <b>1,335.2</b> | <b>1,102.3</b>         | <b>172.4</b>     | <b>60.4</b>      | -                            | <b>1,335.2</b> |
| <b>Amtrak Support</b>                                     | <b>5.0</b>      | -                | <b>5.0</b>     | <b>3.8</b>             | <b>1.0</b>       | <b>0.2</b>       | -                            | <b>5.0</b>     |
| ENGINEERING CAPITAL PROGRAM-PROJECT MGT                   | 5.0             | -                | 5.0            | 3.8                    | 1.0              | 0.2              | -                            | 5.0            |
| <b>Improvements</b>                                       | <b>30.2</b>     | <b>225.4</b>     | <b>255.7</b>   | <b>197.2</b>           | <b>48.0</b>      | <b>10.5</b>      | -                            | <b>255.7</b>   |
| B&P TUNNEL REPLACEMENT DSN                                | -               | 20.0             | 20.0           | 18.7                   | 0.5              | 0.8              | -                            | 20.0           |
| BAY INTERLOCKING C&S INTERLOCKING UPGRS                   | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| CENTRAL DIV - UNDERGRADE BRIDGE UPGRADES                  | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| D092.09 OVERHEAD BRIDGE CATENA                            | 2.0             | -                | 2.0            | 1.9                    | 0.1              | 0.1              | -                            | 2.0            |
| HOOK INTERLOCKING UPGRADE TO MICROLOK 2                   | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| MAD DIV RIDE QUALITY IMPROVEMENTS                         | 10.5            | -                | 10.5           | 9.8                    | 0.3              | 0.4              | -                            | 10.5           |
| MICHIGAN LINE - RAIL LUBRICATOR INSTALL                   | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| MICHIGAN LINE MP152-MP158 SIGNAL SYS UPG                  | 3.0             | -                | 3.0            | -                      | 1.5              | 1.5              | -                            | 3.0            |
| MID-ATLANTIC DIV EVENT RECORDERS UPGRS                    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID-ATLANTIC NORTH C&S CABLE REPLACEMENT                  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID-ATLANTIC SOUTH C&S CABLE REPLACEMENT                  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NED MICROPROCESSOR I/L BONDING/GROUNDING                  | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NEW YORK DIV RIDE QUALITY IMPRV PROGRAM                   | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| PHIL NEW CETC CTRL CENTER                                 | 6.4             | -                | 6.4            | 5.0                    | 1.2              | 0.2              | -                            | 6.4            |
| PORTER-KALAMAZOO ITCS SERVERS BACKUP PWR                  | 0.9             | -                | 0.9            | -                      | 0.4              | 0.4              | -                            | 0.9            |
| RENSSELAER, NY-M/W DIRECT FIX TRACK UPGR                  | 0.0             | -                | 0.0            | -                      | 0.0              | 0.0              | -                            | 0.0            |
| State / Commuter Requests - Shared Benefit - Improvements | 5.0             | 205.4            | 210.4          | 160.1                  | 43.7             | 6.7              | -                            | 210.4          |
| WIL MOFE FACILITY TIE/TIMBER                              | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| <b>Major Projects</b>                                     | <b>353.8</b>    | <b>183.4</b>     | <b>537.2</b>   | <b>462.3</b>           | <b>52.6</b>      | <b>22.2</b>      | -                            | <b>537.2</b>   |
| BWI IMPRV/WINANS-GROVE TK 4                               | -               | 16.0             | 16.0           | 15.0                   | 0.4              | 0.6              | -                            | 16.0           |
| CHI 14TH ST YD RETAINING WALL                             | 8.5             | -                | 8.5            | -                      | 4.3              | 4.3              | -                            | 8.5            |
| CT106.89 CONN RV REPL DESIGN                              | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| HBG LINE PRIVATE XING ELIM                                | 1.5             | -                | 1.5            | 0.6                    | 0.9              | -                | -                            | 1.5            |
| KINGSTON RI CAPACITY AND PLATF                            | -               | 8.0              | 8.0            | 7.5                    | 0.2              | 0.3              | -                            | 8.0            |
| LANDOVER/HANSON I/L RENEWAL                               | 10.0            | -                | 10.0           | 9.4                    | 0.2              | 0.4              | -                            | 10.0           |
| MD060.07 SUSQUEHANNA BRIDGE REPLACEMENT                   | -               | 5.0              | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| METUCHEN FREQ CONVERTER NJHSRIP                           | -               | 27.4             | 27.4           | 25.5                   | 0.7              | 1.2              | -                            | 27.4           |
| NEW BRUNSWICK-TRENTON NJHSRIP BRIDGES                     | -               | 1.9              | 1.9            | 1.8                    | 0.0              | 0.1              | -                            | 1.9            |
| NEW BRUNSWICK-TRENTON NJHSRIP CATENARY                    | -               | 43.4             | 43.4           | 40.4                   | 1.2              | 1.8              | -                            | 43.4           |
| NEW BRUNSWICK-TRENTON NJHSRIP PRG MGMNT                   | -               | 13.7             | 13.7           | 12.8                   | 0.3              | 0.5              | -                            | 13.7           |
| NEW BRUNSWICK-TRENTON NJHSRIP SIGNALS                     | -               | 8.2              | 8.2            | 7.7                    | 0.2              | 0.3              | -                            | 8.2            |
| NEW BRUNSWICK-TRENTON NJHSRIP TRACK                       | -               | 8.8              | 8.8            | 8.2                    | 0.2              | 0.3              | -                            | 8.8            |
| NEW YORK TUNNELS STRUCTURE REHAB-CONST                    | 40.0            | -                | 40.0           | 39.9                   | 0.1              | -                | -                            | 40.0           |
| NJ006.10 NEW PORTAL NORTH BR CONSTR                       | 225.0           | -                | 225.0          | 210.6                  | 5.6              | 8.8              | -                            | 225.0          |
| NY015.73 PELHAM BAY-BRDG REPLACEMENT DSN                  | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| SAFE HARBOR FREQ CONVERT UPGR                             | 8.8             | -                | 8.8            | 8.2                    | 0.2              | 0.4              | -                            | 8.8            |
| SPRINGFIELD LN DOUBLE TRACK                               | -               | 36.0             | 36.0           | -                      | 36.0             | -                | -                            | 36.0           |
| STIP BRANDY TO RAGAN - SECTION IMPROVEMENT                | -               | 15.0             | 15.0           | 14.0                   | 0.4              | 0.6              | -                            | 15.0           |
| NJ006.10 NEW PORTAL NORTH BR CONSTR - Amtrak Share        | 50.0            | -                | 50.0           | 46.8                   | 1.2              | 2.0              | -                            | 50.0           |
| <b>Safety / Mandates</b>                                  | <b>19.3</b>     | <b>12.5</b>      | <b>31.8</b>    | <b>17.0</b>            | <b>12.9</b>      | <b>1.9</b>       | -                            | <b>31.8</b>    |
| BAL SUBDIV INST SECURITY FENCE                            | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| CETC NY SCADA PHASE II                                    | 5.2             | -                | 5.2            | 5.2                    | 0.0              | -                | -                            | 5.2            |
| EMPIRE CORRIDOR PTC INSTALLATION WAYSIDE                  | -               | 12.5             | 12.5           | -                      | 11.6             | 0.9              | -                            | 12.5           |
| EMPIRE LINE OVERBUILD LIGHTING                            | 0.3             | -                | 0.3            | 0.3                    | -                | -                | -                            | 0.3            |
| ENG EMPLOYEE ARC FLASH PROTECT                            | 0.8             | -                | 0.8            | 0.6                    | 0.2              | 0.0              | -                            | 0.8            |
| MAD NORTH-SIGNAL BRG FALL PROTECTION                      | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| MAD SOUTH-SIGNAL BRG FALL PROTECTION                      | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| NED - SIGNAL BRIDGE SAFETY UPGRADES                       | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| NEW ENGLAND DIVISION FENCING                              | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV SIG BRG FALL PROTECTION                            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |

(\$s in Millions)

|  | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| NY PROJECT MGMT INTERNAL LABOR                   | 0.9             | -                | 0.9            | 0.8                    | 0.0              | -                | -                            | 0.9            |
| NY TUN EMERGENCY PWR DSN                         | 0.5             | -                | 0.5            | 0.5                    | 0.0              | -                | -                            | 0.5            |
| NYD - SIGNAL BRIDGE SAFETY UPGRADES              | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| Positive Train Control (PTC)                     | 2.4             | -                | 2.4            | 1.3                    | 0.5              | 0.6              | -                            | 2.4            |
| PTC AMTRAK OWNED INSTALLATION                    | 2.4             | -                | 2.4            | 1.9                    | 0.5              | 0.1              | -                            | 2.4            |
| SEPTA STATIONS INTERTRACK FENCE UPGRADES         | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| <b>SOGR Base</b>                                 | <b>356.8</b>    | <b>118.2</b>     | <b>475.0</b>   | <b>399.1</b>           | <b>51.5</b>      | <b>24.4</b>      | -                            | <b>475.0</b>   |
| 30TH ST STA BLOCK TIES                           | 0.9             | -                | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| ADAMS SUBDIV CULVERT UPGR                        | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| ALBANY LINE - CULVERTS UPGRADE                   | -               | 0.2              | 0.2            | -                      | 0.2              | 0.0              | -                            | 0.2            |
| ALBANY LINE CURVE & TRAIL TK RAIL REPL           | -               | 0.3              | 0.3            | -                      | 0.3              | 0.0              | -                            | 0.3            |
| ALBANY LN INSULATED JNT RENEW                    | -               | 0.1              | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| AMT SYS ROADBED STABILITY UPGR                   | 4.2             | -                | 4.2            | 3.2                    | 0.9              | 0.1              | -                            | 4.2            |
| AMTK SY SURFACING PRG DEVELOP                    | 0.4             | -                | 0.4            | 0.3                    | 0.1              | 0.0              | -                            | 0.4            |
| AMTK SYS MUD SPOT ELIMINATION                    | 1.5             | -                | 1.5            | 1.1                    | 0.3              | 0.0              | -                            | 1.5            |
| B&P TUN BLOCK TIE/RAIL RENEWAL                   | 2.5             | -                | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| B&P TUNNEL - CATENARY BRACKET UPGRADES           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BAL SUBDIV CATENARY POLE UPGRS                   | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| BAL SUBDIV SERVICE&POTENTIAL TRANS UPGR          | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BAL SUBDIV-INSTL TRACK AND CODE RELAYS           | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| BAL SUBDIV-PHASE SELECTIVE UNIT UPGR             | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIV - CAT HARDWARE RENEWAL          | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| BALTIMORE SUBDIV AIRBREAK SW REPLACEMENT         | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| BALTIMORE SUBDIV CATENARY UPGRADES               | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| BALTIMORE SUBDIV INTERLOCKING SEC SWITCH         | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIV KOUPLER UPGR                    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALTIMORE SUBDIV SUBST IMPRV                     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALTIMORE SUBDIV SUBSTA BATTERY SYS UPGR         | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIV TROLLEY BREAKER UPGR            | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| BALTIMORE SUBDIVISION-SIGNAL POWER UPGR          | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BALTIMORE TUNNEL IMPROVEMENTS                    | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| BALTIMORE-TRANS LINE AND HARDWARE UPGR           | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BGTI EMPIRE CORRIDOR - BRIDGE TIMBER REPLACEMENT | -               | 0.5              | 0.5            | -                      | 0.5              | 0.0              | -                            | 0.5            |
| BIDDLE INTERLOCKING TURNOUT RENEWAL              | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| BOSTON SUBDIV TIE/TIMBERS                        | 1.6             | -                | 1.6            | 1.5                    | 0.0              | 0.1              | -                            | 1.6            |
| BOSTON SUBDIV-CIRCUIT BREAKER INSTALL            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| BRG/TUNNEL/WALL FUTURE DESIGN                    | 3.0             | -                | 3.0            | 2.3                    | 0.6              | 0.1              | -                            | 3.0            |
| BRYN MAWR I/L TURNOUT REPLACEM                   | 1.0             | -                | 1.0            | 0.4                    | 0.6              | -                | -                            | 1.0            |
| C&S LANCASTER SHOP EQI UPGR                      | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| C&S SYSTEM - NETWORK UPGRADES                    | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| CAT ET TRAINING FACILITY UPGR                    | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| CENTRAL DIV TK REHABILITATION                    | 5.0             | -                | 5.0            | -                      | 2.5              | 2.5              | -                            | 5.0            |
| CENTRAL DIVISION MOVABLE BRIDGE UPGRADES         | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| CENTRAL DIV-SECURITY FENCE INSTALLATIONS         | 0.3             | -                | 0.3            | -                      | 0.1              | 0.1              | -                            | 0.3            |
| CETC NEC SIGNAL SYSTEM REMOTE DIAGNOSTIC SYSTEM  | 0.1             | -                | 0.1            | -                      | 0.0              | 0.0              | -                            | 0.1            |
| CHARLES INTERLOCKING - TURNOUT RENEWAL           | 3.6             | -                | 3.6            | 3.4                    | 0.1              | 0.1              | -                            | 3.6            |
| CHICAGO-NEW ORLEANS I-ETMS INSTALLATION          | 1.0             | -                | 1.0            | -                      | 0.5              | 0.5              | -                            | 1.0            |
| CHICAGO-ST. LOUIS LOCOMOTIVE PTC UPGRADE         | -               | 2.3              | 2.3            | -                      | 1.2              | 1.2              | -                            | 2.3            |
| CONCRETE TIE REDESIGN                            | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.0              | -                            | 1.0            |
| CONESTOGA FREQUENCY-CTRL HOUSE DESIGN            | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| CONESTOGA STEPUP YD REPLACE TRANSFORMER          | 1.8             | -                | 1.8            | 1.6                    | 0.0              | 0.1              | -                            | 1.8            |
| CYNWYD/PAXTON I/L RENEWAL                        | 2.0             | -                | 2.0            | 0.7                    | 1.3              | -                | -                            | 2.0            |
| DAVIS INTERLOCKING RENEWAL                       | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| DAVISVILLE I/L MICROLOK 2 UPGR                   | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| DOCK INTERLOCKING C&S RENEWAL                    | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| DOCK INTERLOCKING T/O RENEWAL                    | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| DOCK TO ELMORA CATENARY HARDWARE RENEWAL         | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| EAST RIV TUN-REHAB PUMP STA DEWATER SYS          | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| EAST RIVER TUN BENCHWALL-DIAMOND PLATE           | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| ELECTRIC TRACTION DSN REVIEW                     | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| ELMORA-UNION CATENARY UPGR                       | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| EMPIRE CORRIDOR REPLACE HOT BOX DETECTOR         | -               | 0.3              | 0.3            | -                      | 0.2              | 0.0              | -                            | 0.3            |
| EMPIRE CORRIDOR UNDERGRADE BRG UPGRADES          | -               | 1.0              | 1.0            | -                      | 0.9              | 0.1              | -                            | 1.0            |
| EMPIRE LINE CATENARY HARDWARE RENEWAL            | 0.1             | -                | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| ERT LINE 3/4 RAIL/TIES                           | -               | 7.5              | 7.5            | 7.0                    | 0.2              | 0.3              | -                            | 7.5            |
| ET SUBSTATION RELAY UPGRADES                     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| FAIR I/L DC SW/BATTERY INSTALL                   | 0.0             | -                | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| HARRISBURG LINE - SUBSTATION UPGRADES            | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| HARRISBURG LINE CULVERTS UPGRS                   | 0.3             | -                | 0.3            | 0.1                    | 0.2              | -                | -                            | 0.3            |
| HARRISBURG LINE SIG PWR UPGRS                    | 0.2             | -                | 0.2            | 0.1                    | 0.1              | -                | -                            | 0.2            |
| HARRISBURG LINE-CATENARY POLE REPLACMENT         | 0.5             | -                | 0.5            | 0.2                    | 0.3              | -                | -                            | 0.5            |
| HARRISBURG LN CATENARY HARDWARE RENEWAL          | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| HARRISBURG SUB 72 TRANSFORMER INSTALL            | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| HBG LINE 12KV SUBSTATION BRKS                    | 0.5             | -                | 0.5            | 0.2                    | 0.3              | -                | -                            | 0.5            |

(\$s in Millions)

|   | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|---|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| HELLGATE LINE - C&S CABLE RENEWAL         | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| HELLGATE/EMPIRE I/L STEEL                 | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| HELLGATE/EMPIRE RAIL RENEWAL              | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| HELLGATE/EMPIRE TIE/TIMBER                | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| HOLLY INTERLOCKING RENEWAL                | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| HUDSON TO DOCK CATENARY HARDWARE RENEWAL  | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| INT SIGNALS - FUTURE DESIGN               | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| JERICO PK WALL-BLD EXPANSION-             | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| KEARNY, NJ-PASSAIC RIV TRAN TWR REPLCMNT  | 0.0             | -                | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| KEARNY-SUB 41 RELOCATION DSN AND CONSTR   | 10.0            | -                | 10.0           | 9.3                    | 0.3              | 0.4              | -                            | 10.0           |
| LAMOKIN SUB 11 TRANSFORMER INSTALLATION   | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| LAMOKIN TRANSFORMER-BREAKERS R            | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| LANDISVILLE SUB 69 TRANSFORMER INSTALL    | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| LINCOLN-COUNTY CATENARY UPGR              | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| MA206.42 COCASSETT ST BACKWALL UPGRADES   | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MAD - RETAINING WALL UPGRADES             | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MAD - TUNNEL CONSTRUCTION & UPGRADES      | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MAD - UNDERGRADE BRIDGE UPGRADES          | 7.0             | -                | 7.0            | 6.6                    | 0.2              | 0.3              | -                            | 7.0            |
| MAD CONCRETE TIE REPLACEMENT              | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| MAD DIV INSTALL SECURE MANHOLE COVERS     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MAD DIV RENEW PADS CLIPS AND INSULATORS   | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| MAD DIVISION BRIDGE TIMBER REP            | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MAD NORTH SIGNAL BRIDGE UPGR              | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| MAD NORTH HOT BOX DETECTOR REP            | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| MAD S SUBSTATION CNTL HSE UPGR            | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| MAD SOUTH I/L LIGHTING UPGR               | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| MAD SOUTH KOUPLER/FLURRY BREAKS UPGRS     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MAD TURNOUT REPLACEMENT                   | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| MAGNOLIA INTERLOCKING TURNOUT RENEWAL     | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| MASSACHUSETTS BRG CATENARY UPG            | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| MI192.33 PIN REHABILITATION               | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| MICHIGAN DIST CULVERTS UPGR               | 0.2             | -                | 0.2            | -                      | 0.1              | 0.1              | -                            | 0.2            |
| MICHIGAN DISTRICT MP192 TO MP2            | 0.8             | -                | 0.8            | -                      | 0.4              | 0.4              | -                            | 0.8            |
| MICHIGAN DISTRICT SURFACING               | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| MICHIGAN LN REPL XING PANNELS             | 0.4             | -                | 0.4            | -                      | 0.2              | 0.2              | -                            | 0.4            |
| MID ATLANTIC DIVISION - CULVERT UPGRADES  | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| MID-ATLANTIC DIV COMM EQUIPMENT HOUSES    | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID-ATLANTIC DIV DRAINAGE UPGR            | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| MID-ATLANTIC DIV INSUL JOINTS             | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| MID-ATLANTIC DIV MOVABLE BRIDGE UPGRADES  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MID-ATLANTIC DIV-352 SIG PWR BREAKER      | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| MID-ATLANTIC DIV-CONCRETE TIE REPLACEMENT | 35.0            | -                | 35.0           | 32.8                   | 0.9              | 1.4              | -                            | 35.0           |
| MID-ATLANTIC DIVISION SPOT UNDERCUTTING   | 3.2             | -                | 3.2            | 3.0                    | 0.1              | 0.1              | -                            | 3.2            |
| MID-ATLANTIC I/L STEEL RENEWAL            | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| MID-ATLANTIC JOINT ELIMINATION            | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| MID-ATLANTIC SURFACING PRGM               | 8.6             | -                | 8.6            | 8.1                    | 0.2              | 0.3              | -                            | 8.6            |
| MID-ATLANTIC TIE/TIMBER REPL              | 8.5             | -                | 8.5            | 8.0                    | 0.2              | 0.3              | -                            | 8.5            |
| MIDWAY INTERLOCKING IMPACT DETECTORS      | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| MORRIS-HOLMES CATENARY UPGR               | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| MOVABLE BRG COMPONENT DSN                 | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NEC MITRE RAIL EXPANSION JOINTS           | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.0              | -                            | 1.0            |
| NEC SUBSTATIONS CONTROL HOUSE DESIGN      | 2.0             | -                | 2.0            | 1.5                    | 0.4              | 0.1              | -                            | 2.0            |
| NEC WAYSIDE DETECTOR COMM SYS             | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| NED - TUNNEL CONSTRUCTION & UPGRADES      | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NED - UNDERGRADE BRIDGE IMPROVEMENTS      | 4.0             | -                | 4.0            | 3.7                    | 0.1              | 0.2              | -                            | 4.0            |
| NED BRG ICILE MITIGATION CONSTRUCTION     | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NED CATENARY HARDWARE RENEWAL             | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| NED CONCRETE TIE REPLACEMENT              | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NED I/L BATTERY BANK REPL                 | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NED SPRINGFIELD LINE-BRIDGE TIMB REPLACE  | 2.0             | -                | 2.0            | -                      | 2.0              | -                | -                            | 2.0            |
| NEW ENGLAND DIV BRG ICILE MITIGATION DSN  | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV BRG TIMBERS               | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NEW ENGLAND DIV COMM EQUIPMENT HOUSES     | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV CRV PATCH RAIL            | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW ENGLAND DIV CULVERT UPGR              | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NEW ENGLAND DIV DRAINAGE IMPV             | 0.7             | -                | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| NEW ENGLAND DIV HDBLOCK TIES              | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW ENGLAND DIV MOVABLE BRIDGE UPGRADES   | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV RIDE QUALITY IMPROVEMENT  | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NEW ENGLAND DIV SPOT U/C                  | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NEW ENGLAND DIV SUB LIGHTING              | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV SUB UPGRADES              | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW ENGLAND DIV SUBSTA SCADA-RTU UPGRS    | 0.7             | -                | 0.7            | 0.6                    | 0.0              | 0.0              | -                            | 0.7            |
| NEW ENGLAND DIV SURFACING PRGM            | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |

(\$s in Millions)

|  | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|--|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| NEW ENGLAND DIV WALL UPGRS               | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NEW ENGLAND DIVISION WD TIES             | 2.1             | -                | 2.1            | 2.0                    | 0.1              | 0.1              | -                            | 2.1            |
| NEW ENGLAND DIVISION XING UPGR           | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW ENGLAND DIV-RETIRE WAYSIDE SWITCHES  | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NEW ENGLAND DV T/O REPLACEMENT           | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NEW ENGLAND INSULATED JOINTS             | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| NEW ENGLAND JOINT ELIMINATION            | 1.4             | -                | 1.4            | 1.3                    | 0.0              | 0.1              | -                            | 1.4            |
| NEW ORLEANS, LA WD TIE REPL              | 0.1             | -                | 0.1            | -                      | 0.1              | 0.1              | -                            | 0.1            |
| NEW ORLEANS-REPLACE STA TK RAIL AND TIES | 1.4             | -                | 1.4            | -                      | 0.7              | 0.7              | -                            | 1.4            |
| NEW YORK DIV REPLACE COMM EQUIP HOUSES   | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NEW YORK DIV MOVABLE BRIDGE UPGRADES     | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NEW YORK DIV NJT TERRITORY EAST TIMBERS  | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NEW YORK DIV SURFACING PRGM              | 4.5             | -                | 4.5            | 4.2                    | 0.1              | 0.2              | -                            | 4.5            |
| NEW YORK DIV VACUUM TRAIN                | 0.6             | -                | 0.6            | 0.6                    | 0.0              | 0.0              | -                            | 0.6            |
| NEW YORK DIV WEST TIE/TIMBER             | 2.5             | -                | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| NEW YORK DIVISION - DRAINAGE IMPROVEMENT | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NEW YORK TUNNEL FLOOD GATES UP           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NJ006.10 PORTAL BRG MITRE RAIL           | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| NJ008.50 BRG CONTROL UPGRS               | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| NORTH RIV TUN-REHAB PUMP STA DEWATER SYS | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NORTH RIVER TUN BENCHWALL DIAMOND PLATE  | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NORTHEAST CORRIDOR RADIO VOTER UPGRADES  | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| NY AREA RAIL REPLACEMENT                 | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NY DIV CATENARY POLE UPGR                | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NY DIV CONCRETE TIE FASTENER HARDWARE    | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| NY DIV CONCRETE TIE REPL-TLS             | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| NY DIV EAST INTERLOCKING STEEL           | 2.0             | -                | 2.0            | 1.5                    | 0.4              | 0.1              | -                            | 2.0            |
| NY DIV EAST NJT TERRITORY I/L STEEL      | 2.3             | -                | 2.3            | 2.1                    | 0.1              | 0.1              | -                            | 2.3            |
| NY DIV HOT BX DETECTOR REPLACE           | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV NJT TERRITORY-JOINT ELIM          | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV NON-NJT TERRITORY-INSULATED JOINT | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV NON-NJT TERRITORY-JOINT ELIM      | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NY DIV SECURE MANHOLE COVER INSTALLATION | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NY DIV WEST INSULATED JOINTS             | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| NY DIV WEST INTERLOCKING STL             | 0.9             | -                | 0.9            | 0.8                    | 0.0              | 0.0              | -                            | 0.9            |
| NY DIV WEST JOINT ELIMINATION            | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| NY DIV-CONCRETE TIES REPLACEMN           | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| NY DIV-INTRLOCKING LIGHTING FIXTURE UPGR | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| NY EAST RIV TUN REHAB TUN LIGHT FIXTURES | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NY EAST RIVER TUNNELS 3RD RAIL REHAB     | -               | 0.1              | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| NY EAST RVR TUN RAIL/TIE LN1/2           | 7.5             | -                | 7.5            | 7.0                    | 0.2              | 0.3              | -                            | 7.5            |
| NY ERT - 1ST AVE VENTILATION DOOR DESIGN | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NY NORTH RIV TUN REHAB TUN LIGHT FIXTURE | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NY NRT TIE/TIMBER REPLACEMENT            | 4.8             | -                | 4.8            | 4.4                    | 0.1              | 0.2              | -                            | 4.8            |
| NY TUN-REHAB 1ST AVE AND LIC VENT PLANTS | -               | 1.0              | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NY010.20 SPUYTEN DUYPIL-EAST FENDER UPGR | 8.0             | -                | 8.0            | 7.5                    | 0.2              | 0.3              | -                            | 8.0            |
| NY133.35 BALLAST DK CONVERSION           | -               | 1.5              | 1.5            | -                      | 1.4              | 0.1              | -                            | 1.5            |
| NY135.24 BALLAST DECK CONV               | -               | 0.2              | 0.2            | -                      | 0.2              | 0.0              | -                            | 0.2            |
| NY135.82 BALLAST DECK CONV               | -               | 0.2              | 0.2            | -                      | 0.2              | 0.0              | -                            | 0.2            |
| NY143.02 LAB - BRIDGE AND EMERG GEN UPGR | -               | 1.0              | 1.0            | -                      | 0.9              | 0.1              | -                            | 1.0            |
| NYD - RETAINING WALL UPGRADES            | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| NYD - UNDERGRADE BRIDGE UPGRADES         | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| NYD-SPOT RENEW PADS CLIPS AND INSULATORS | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| NYP SUBDIV-REPLACE TIES AND TIMBERS      | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| P&H LINE TRANSMISSION LN SUB 40-41 UPGRS | 1.9             | -                | 1.9            | 1.8                    | 0.1              | 0.1              | -                            | 1.9            |
| PENN STATION NEW YORK TURNOUT RENEWAL    | 6.0             | -                | 6.0            | 5.6                    | 0.1              | 0.2              | -                            | 6.0            |
| PERRYVILLE SUBDIV - CAT HARDWARE RENEWAL | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| PERRYVILLE SUBDIV INTERLOCKING SEC SW    | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| PERRYVILLE SUBDIV SUBST IMPRV            | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| PERRYVILLE SUBDIV SUBSTA BATTERY SYSTEM  | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PERRYVILLE SUBDIV TROLLEY BREAKER UPGR   | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| PERRYVILLE SUBDIVISION-SIGNAL POWER UPGR | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| PERRYVILLE SUBDIV-SECTION BREAK UPGRADES | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| PHIL COMM CTRL CENTER-REPLACE BATTERYS   | 0.1             | -                | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| PHIL SUBDIV CATENARY POLE REPL           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| PHIL SUBDIV INTERLOCKING RTU R           | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| PHILADELPHIA SUBDIV CATENARY UPGRADES    | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| PHILADELPHIA SUBDIV INSTALL STATIC WIRE  | 0.1             | -                | 0.1            | 0.0                    | 0.0              | 0.0              | -                            | 0.1            |
| PHILADELPHIA SUBDIV SUBSTATION UPGRADES  | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| PHL-WIL CATENARY STRUCTURE REP           | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| POINT INTERLOCKING TURNOUT RENEWAL       | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| PRY SUBDIV CATENARY POLE UPGRS           | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| PSCC NEW YORK SYSTEM UPGRADES            | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| PSNY RADIO SYSTEM UPGR DSN AND INSTL     | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |

(\$\$ in Millions)

|   | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|---|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| RADIO SITE BACKUP - EMERGENCY PWR UPGRS                           | 0.2             | -                | 0.2            | -                      | 0.2              | 0.0              | -                            | 0.2            |
| REPL 3RD RAIL ERT/HAROLD  | -               | 0.0              | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| RHEEMS SUB 70 TRANSFORMER INSTALLATION                            | 1.0             | -                | 1.0            | 0.4                    | 0.6              | -                | -                            | 1.0            |
| RICHMOND FREQ CIRCUIT BREAKERS                                    | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| RIVER INTERLOCKING TURNOUT RENEWAL                                | 3.5             | -                | 3.5            | 3.3                    | 0.1              | 0.1              | -                            | 3.5            |
| ROYALTON SUB 71-TRANSFORMER INSTALL #2                            | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| S BAY I/L UPGRADE TO MICROLOK2                                    | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| SHAMPTON YD SUBSTA INTERFACE                                      | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| SHSY - SECTIONALIZING SWITCH REPLACEMENT                          | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| SOUTH PENN INTERLOCKING RENEWAL                                   | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| SOUTH PENN INTERLOCKING-C&S UPGRS DSN                             | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| SOUTHAMPTON ST YD TURNOUTS  | 0.8             | -                | 0.8            | 0.7                    | 0.0              | 0.0              | -                            | 0.8            |
| SOUTHAMPTON ST YD-SUBSTATION SWITCH UPGR                          | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| SOUTHAMPTON YD 480 VOLT GROUND PWR UPGRS                          | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| SPG LINE - UNDERGRADE BRIDGE UPGRADES                             | 1.0             | -                | 1.0            | -                      | 1.0              | -                | -                            | 1.0            |
| SPRINGFIELD LINE - CULVERT UPGRADES                               | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| SPRINGFIELD LN I/L STL RENEWAL                                    | 1.3             | -                | 1.3            | 1.2                    | 0.0              | 0.0              | -                            | 1.3            |
| State / Commuter Requests - Shared Benefit - Basic Infrastructure | -               | 59.6             | 59.6           | 45.3                   | 12.4             | 1.9              | -                            | 59.6           |
| STATE INTERLOCKING RENEWAL  | -               | 8.0              | 8.0            | 7.5                    | 0.2              | 0.3              | -                            | 8.0            |
| STRUCTURES - BRIDGE TIE DESIGN                                    | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| SUB 20 SIGNAL POWER UPGRADES                                      | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| SUB 32 TO SUB 34- SIGNAL PWR SYSTEM UPGR                          | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| SUB 34 TO SUB 42- SIGNAL PWR SYSTEM UPGR                          | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| SUB 42-SUB 44 12KV CBL/CONDUIT                                    | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| SUB NEW YORK DIV SUBSTATION 32 AND 33 - SUBSTATION UPGRADES       | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| SUB NEW YORK DIV SUBSTATION 34 TO 37 - SUBSTATION UPGRADES        | 0.4             | -                | 0.4            | 0.3                    | 0.0              | 0.0              | -                            | 0.4            |
| SUB NEW YORK DIV SUBSTATION 38 TO 42 - SUBSTATION UPGRADES        | 0.5             | -                | 0.5            | 0.4                    | 0.0              | 0.0              | -                            | 0.5            |
| SUB NEW YORK DIV SUBSTATION 43 TO 47 - SUBSTATION UPGRADES        | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| SUNNYSIDE YARD - SUBSTATION UP                                    | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| SUNNYSIDE YARD FREQ COMPUTER S                                    | 0.4             | -                | 0.4            | 0.4                    | 0.0              | 0.0              | -                            | 0.4            |
| SUNNYSIDE YARD INST TIMBER  | 0.7             | -                | 0.7            | 0.7                    | 0.0              | 0.0              | -                            | 0.7            |
| SUNNYSIDE YD DESIGN-CONSTRUCTION HSR FAC                          | -               | 25.0             | 25.0           | 23.4                   | 0.6              | 1.0              | -                            | 25.0           |
| SWIFT-HUDSON CATENARY HARDWARE RENEWAL                            | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| TIES ALBANY LINE - TIMBER PROGRAM                                 | -               | 5.4              | 5.4            | -                      | 5.0              | 0.4              | -                            | 5.4            |
| TIES MICHIGAN LINE - WOOD TIE PROGRAM                             | 1.0             | -                | 1.0            | -                      | 0.5              | 0.5              | -                            | 1.0            |
| TOWER ONE TURNOUT REPLACEMENT                                     | 2.5             | -                | 2.5            | 2.3                    | 0.1              | 0.1              | -                            | 2.5            |
| TRACK - FUTURE DESIGN   | 0.6             | -                | 0.6            | 0.5                    | 0.1              | 0.0              | -                            | 0.6            |
| TRANSFER, FOREST, PLAINS SW MACH                                  | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| TUN NY ERT-LINES 1&3 SUMP PUMP AIR LINES                          | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.0              | -                            | 1.0            |
| TURNOUT DEVELOPMENT/DESIGN  | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| UNION SUB 25A PROTOTYPE TROLLEY BREAKER                           | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| UNION SUBSTATION RELOCATION                                       | -               | 0.0              | 0.0            | 0.0                    | 0.0              | 0.0              | -                            | 0.0            |
| WAS-BOS RAIL LUBRICATOR REPLACE                                   | 0.5             | -                | 0.5            | 0.4                    | 0.1              | 0.0              | -                            | 0.5            |
| WASHINGTON TERM & IVY CITY - UPGR TRACKS                          | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| WASH-NEW YORK CURVE PATCH RAIL                                    | 5.0             | -                | 5.0            | 3.8                    | 1.0              | 0.2              | -                            | 5.0            |
| WASH-NEW YORK SYS UNDERCUTTING                                    | 33.5            | -                | 33.5           | 31.4                   | 0.8              | 1.3              | -                            | 33.5           |
| WAS-NYP REDUNDANT COMM CABLE                                      | 1.0             | -                | 1.0            | 0.8                    | 0.2              | 0.0              | -                            | 1.0            |
| WEST DIVISION - STATION TRACK                                     | 1.0             | -                | 1.0            | -                      | 0.8              | 0.3              | -                            | 1.0            |
| WEST DIVISION- STATION CONSTRUCTION UPGR                          | 2.0             | -                | 2.0            | -                      | 1.5              | 0.5              | -                            | 2.0            |
| WILMINGTON SUBDIV CATENARY POLE UPGRS                             | 0.1             | -                | 0.1            | 0.1                    | 0.0              | 0.0              | -                            | 0.1            |
| WILMINGTON SUBDIV CATENARY UPGRADES                               | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| WILMINGTON SUBDIV SUBSTATION UPGRADES                             | 0.2             | -                | 0.2            | 0.1                    | 0.0              | 0.0              | -                            | 0.2            |
| WIL-WAS INTERLOCKING RTU REPLA                                    | 0.3             | -                | 0.3            | 0.2                    | 0.0              | 0.0              | -                            | 0.3            |
| ZOO-44TH ST I/L RECONFIGURATON                                    | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| ZOO-PAOLI CATENARY POLE DESIGN                                    | 0.0             | -                | 0.0            | 0.0                    | 0.0              | -                | -                            | 0.0            |
| Amtrak PRIIA 212 Portion - BCC Contributions                      | 16.0            | -                | 16.0           | 16.0                   | -                | -                | -                            | 16.0           |
| <b>Support Equipment and Vehicles</b>                             | <b>30.5</b>     | <b>-</b>         | <b>30.5</b>    | <b>22.9</b>            | <b>6.3</b>       | <b>1.3</b>       | <b>-</b>                     | <b>30.5</b>    |
| ACELA TRAIN - REFURBISH ACCELE                                    | 0.3             | -                | 0.3            | 0.2                    | 0.1              | 0.0              | -                            | 0.3            |
| ADVANCED TECHNOLOGY TK INSP SYS                                   | 0.7             | -                | 0.7            | 0.5                    | 0.1              | 0.0              | -                            | 0.7            |
| ENGINEERING - VEHICLE ACQUISITION                                 | 8.4             | -                | 8.4            | 6.4                    | 1.7              | 0.3              | -                            | 8.4            |
| ENGINEERING ROLLING STOCK HEAVY OVERHAUL                          | 1.8             | -                | 1.8            | 1.4                    | 0.4              | 0.1              | -                            | 1.8            |
| ENGINEERING TRACK EQ PURCHASE                                     | 17.0            | -                | 17.0           | 12.9                   | 3.5              | 0.5              | -                            | 17.0           |
| EQIM GEOMETRY CAR - REPLACEMENT FOR 10003                         | 0.2             | -                | 0.2            | 0.2                    | 0.0              | 0.0              | -                            | 0.2            |
| TRACK GAUGE RESTRAINT MEASURING SYSTEM                            | 0.7             | -                | 0.7            | 0.5                    | 0.1              | 0.0              | -                            | 0.7            |
| VEHICLE REPLACEMENT   | 1.5             | -                | 1.5            | 0.8                    | 0.3              | 0.3              | -                            | 1.5            |
| <b>Rolling Stock Acquisition</b>                                  | <b>98.1</b>     | <b>-</b>         | <b>98.1</b>    | <b>2.0</b>             | <b>0.1</b>       | <b>95.9</b>      | <b>-</b>                     | <b>98.1</b>    |
| <b>Special Programs</b>   | <b>98.1</b>     | <b>-</b>         | <b>98.1</b>    | <b>2.0</b>             | <b>0.1</b>       | <b>95.9</b>      | <b>-</b>                     | <b>98.1</b>    |
| LONG DISTANCE SINGLE LEVEL REPLACMNT-CAF                          | 95.8            | -                | 95.8           | -                      | -                | 95.8             | -                            | 95.8           |
| Next Generation Trainset Procurement-PM                           | 2.2             | -                | 2.2            | 2.0                    | 0.1              | 0.1              | -                            | 2.2            |
| <b>Stations and Facilities</b>                                    | <b>250.3</b>    | <b>227.9</b>     | <b>478.2</b>   | <b>316.5</b>           | <b>105.9</b>     | <b>51.8</b>      | <b>4.0</b>                   | <b>478.2</b>   |



(\$\$ in Millions)

|   | FY 2016<br>GCAP | FY 2016<br>Other | Grand<br>Total | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total |
|---|-----------------|------------------|----------------|------------------------|------------------|------------------|------------------------------|----------------|
| <b>Amtrak Support</b>                           | <b>0.5</b>      | <b>4.9</b>       | <b>5.4</b>     | <b>4.0</b>             | <b>1.1</b>       | <b>0.3</b>       | -                            | <b>5.4</b>     |
| 2014 OPERATIONAL PACKAGES                       | -               | 4.2              | 4.2            | 3.2                    | 0.9              | 0.1              | -                            | 4.2            |
| SECURITY CANINE PROCURMNT/TRNG                  | -               | 0.7              | 0.7            | 0.5                    | 0.1              | 0.0              | -                            | 0.7            |
| WILMINGTON TRAINING FACILITY UPS UPGRADE        | 0.5             | -                | 0.5            | 0.3                    | 0.1              | 0.1              | -                            | 0.5            |
| <b>Improvements</b>                             | <b>92.3</b>     | <b>188.4</b>     | <b>280.7</b>   | <b>167.6</b>           | <b>69.9</b>      | <b>39.3</b>      | <b>4.0</b>                   | <b>280.7</b>   |
| 2014 INFRASTRUCTURE PROTECTION-/VSAAC           | -               | 7.4              | 7.4            | 5.6                    | 1.5              | 0.2              | -                            | 7.4            |
| AMTRAK SYS DSN STA IMPV                         | 2.0             | -                | 2.0            | 1.5                    | 0.4              | 0.1              | -                            | 2.0            |
| AMTRAK SYSTEM 480 VOLT STANDBY POWER            | 3.0             | -                | 3.0            | 2.2                    | 0.7              | 0.1              | -                            | 3.0            |
| AMTRAK-CCJPA CONTACT CENTER SYS UPGRADE         | 0.5             | -                | 0.5            | 0.3                    | 0.1              | 0.1              | -                            | 0.5            |
| CENTRAL DIVI STA UPGR/ADA                       | 3.5             | -                | 3.5            | -                      | 1.8              | 1.8              | -                            | 3.5            |
| CENTRAL DIVISION - FACILITY UPGRADES            | 3.0             | -                | 3.0            | -                      | 1.5              | 1.5              | -                            | 3.0            |
| CENTRAL DIVISION - MOFW BASE UPGRADES           | 0.5             | -                | 0.5            | -                      | 0.3              | 0.3              | -                            | 0.5            |
| Chicago Parking Garage Improvements             | 4.0             | -                | 4.0            | -                      | -                | -                | 4.0                          | 4.0            |
| CHICAGO STATION SOGR IMPROVEMENTS               | 22.2            | -                | 22.2           | -                      | 11.1             | 11.1             | -                            | 22.2           |
| CHICAGO YARD - MASTER PLAN DEV                  | 1.0             | -                | 1.0            | -                      | 0.5              | 0.5              | -                            | 1.0            |
| Contact Center Telephony System Next Gen        | 1.3             | -                | 1.3            | 0.7                    | 0.3              | 0.3              | -                            | 1.3            |
| EMPIRE CORRIDOR - FACILITY UPGRADES             | 0.5             | -                | 0.5            | -                      | 0.5              | 0.0              | -                            | 0.5            |
| FORT WORTH, TX-NEW MOFE CONSTRUCTION            | 0.8             | -                | 0.8            | -                      | 0.6              | 0.2              | -                            | 0.8            |
| HARRISBURG LINE - FACILITY UPGRADES             | 8.0             | -                | 8.0            | 2.3                    | 5.7              | -                | -                            | 8.0            |
| HUNTER YARD NJ - MOFW BASE UPGRADES             | -               | 15.0             | 15.0           | 14.0                   | 0.4              | 0.6              | -                            | 15.0           |
| INSTALL HGH EFF LIGHT-MECH FAC                  | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| KING ST YD- IMPROVEMENTS/SOUND TRANS DSN        | 13.0            | -                | 13.0           | -                      | 6.5              | 6.5              | -                            | 13.0           |
| KINGSTON STATION PROJECT/AMTRAK'S SHARE         | 6.5             | -                | 6.5            | 6.5                    | -                | -                | -                            | 6.5            |
| MAD - TRANSPORTATION FACILITY UPGRADES          | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| MID ATLANTIC DIVISION- FACILITY UPGRADES        | 1.5             | -                | 1.5            | 1.4                    | 0.0              | 0.1              | -                            | 1.5            |
| MOYNIHAN STATION - STATION CONSTRUCTION         | -               | 8.0              | 8.0            | 6.4                    | 1.2              | 0.4              | -                            | 8.0            |
| Moynihan Station Phase II - Design/Construction | -               | 150.0            | 150.0          | 120.0                  | 22.5             | 7.5              | -                            | 150.0          |
| NEW ENGLAND DIVISION - FACILITY UPGRADES        | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| OAKLAND CA-CONSTRUCT NEW COMMISSARY             | 10.4            | -                | 10.4           | -                      | 5.2              | 5.2              | -                            | 10.4           |
| PENN STATION NEW YORK PIDS UPGRADE              | 3.4             | -                | 3.4            | 1.9                    | 0.8              | 0.8              | -                            | 3.4            |
| Replace Wilm Maint Facility Heating Sys         | -               | 2.0              | 2.0            | 1.8                    | 0.1              | 0.1              | -                            | 2.0            |
| ROCHESTER NY STATION IMPROVEMENTS               | -               | 6.0              | 6.0            | -                      | 5.6              | 0.4              | -                            | 6.0            |
| WEST DIVISION - FACILITY UPGRADES               | 2.0             | -                | 2.0            | -                      | 1.5              | 0.5              | -                            | 2.0            |
| WEST DIVISION - MOFW BASE UPGRADES              | 0.5             | -                | 0.5            | -                      | 0.4              | 0.1              | -                            | 0.5            |
| WILMINGTON FACILITY IMPS                        | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| <b>Major Projects</b>                           | <b>5.0</b>      | -                | <b>5.0</b>     | <b>4.7</b>             | <b>0.1</b>       | <b>0.2</b>       | -                            | <b>5.0</b>     |
| IVY CITY-TRAIN TRAFFIC UPGR MASTER PLN          | 5.0             | -                | 5.0            | 4.7                    | 0.1              | 0.2              | -                            | 5.0            |
| <b>NEC Master Planning</b>                      | <b>41.4</b>     | <b>16.4</b>      | <b>57.8</b>    | <b>49.2</b>            | <b>3.7</b>       | <b>4.9</b>       | -                            | <b>57.8</b>    |
| Chesapeake Connector                            | 10.5            | -                | 10.5           | 10.5                   | -                | -                | -                            | 10.5           |
| CHICAGO UNION STA MASTER PLAN PHASE I           | 1.9             | 3.3              | 5.2            | -                      | 2.6              | 2.6              | -                            | 5.2            |
| NEC SPINE HSR ALIGNMENT ENHANCEMENTS            | 0.5             | -                | 0.5            | 0.5                    | -                | -                | -                            | 0.5            |
| NY PENN STATION SOUTH-FACILITY ANALYSIS         | 3.0             | -                | 3.0            | 2.7                    | 0.2              | 0.1              | -                            | 3.0            |
| WA Union Term Master Plan Impl                  | 25.5            | 13.1             | 38.6           | 35.5                   | 0.9              | 2.2              | -                            | 38.6           |
| <b>Safety / Mandates</b>                        | <b>0.5</b>      | <b>1.0</b>       | <b>1.5</b>     | <b>1.2</b>             | <b>0.3</b>       | <b>0.0</b>       | -                            | <b>1.5</b>     |
| BAL STA POLICE OFFICE-LOCKER ROOM UPGRS         | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| EXTON PA NEW HIGH LEVEL PLATFORM STATION        | -               | 1.0              | 1.0            | 0.7                    | 0.3              | -                | -                            | 1.0            |
| <b>SOGR Base</b>                                | <b>107.1</b>    | <b>17.2</b>      | <b>124.3</b>   | <b>87.3</b>            | <b>30.0</b>      | <b>7.0</b>       | -                            | <b>124.3</b>   |
| 30TH ST STA FIRE ALARM SYS                      | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.1              | -                            | 1.0            |
| 30TH STA ELEVATOR REPLACEMENT                   | 4.0             | -                | 4.0            | 3.6                    | 0.2              | 0.2              | -                            | 4.0            |
| 30TH STA HVAC CTRL UPGR                         | 1.0             | -                | 1.0            | 0.9                    | 0.0              | 0.1              | -                            | 1.0            |
| 30TH STREET STATION - FACADE R                  | 15.0            | -                | 15.0           | 14.9                   | 0.1              | -                | -                            | 15.0           |
| BALTIMORE STA MASTER PLAN IMPLEMENTATION        | 23.2            | 1.8              | 25.0           | 22.6                   | 0.8              | 1.6              | -                            | 25.0           |
| BEAR FACILITY IMPROVEMENTS                      | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| BEECH GROVE SHOPS FACILITY IMP                  | 2.0             | -                | 2.0            | 1.1                    | 0.4              | 0.5              | -                            | 2.0            |
| EMPIRE CORRIDOR - MOFW BASE UPGRADES            | 0.1             | -                | 0.1            | -                      | 0.1              | 0.0              | -                            | 0.1            |
| HARRISBURG LN STATION UPGRS                     | 6.0             | -                | 6.0            | -                      | 6.0              | -                | -                            | 6.0            |
| MAD - STATION CONSTRUCTION UPGRADES             | 7.0             | -                | 7.0            | 5.4                    | 1.4              | 0.2              | -                            | 7.0            |
| MAT HANDLING EQUIP FACILITIES S                 | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| Material Management Facilities SOGR             | 1.0             | -                | 1.0            | 0.5                    | 0.2              | 0.2              | -                            | 1.0            |
| MID ATLANTIC DIVISION-MOFW BASE UPGRADES        | 3.0             | -                | 3.0            | 2.8                    | 0.1              | 0.1              | -                            | 3.0            |
| MOFW BASES INVENTORY SECURITY                   | 1.0             | -                | 1.0            | 0.7                    | 0.2              | 0.0              | -                            | 1.0            |
| MOUNT JOY, PA STATION IMPROVEM                  | -               | 15.0             | 15.0           | -                      | 15.0             | -                | -                            | 15.0           |
| NEC New High Speed Corridor Alignment           | 3.0             | -                | 3.0            | 3.0                    | -                | -                | -                            | 3.0            |
| NED - STATION CONSTRUCTION UPGRADES             | 5.0             | -                | 5.0            | 3.9                    | 1.0              | 0.2              | -                            | 5.0            |
| NEW ENGLAND DIVISION MOFW BASE UPGRADES         | 2.0             | -                | 2.0            | 1.9                    | 0.0              | 0.1              | -                            | 2.0            |
| NEW YORK DIVISION - MOFW BASE UPGRADES          | 0.3             | -                | 0.3            | 0.3                    | 0.0              | 0.0              | -                            | 0.3            |
| NYD - STATION CONSTRUCTION UPGRADES             | 3.0             | -                | 3.0            | 2.3                    | 0.6              | 0.1              | -                            | 3.0            |
| PSNY ESCALATOR REPLACEMENT                      | 3.5             | -                | 3.5            | 3.5                    | 0.0              | -                | -                            | 3.5            |
| PSNY FACILITIES UPGRADES                        | 3.0             | -                | 3.0            | 3.0                    | 0.0              | -                | -                            | 3.0            |
| ROUTE 128 STA MA-PLATFORM LIGHTING UPGR         | 1.5             | -                | 1.5            | 1.5                    | -                | -                | -                            | 1.5            |
| STRUCTURES FAC FUTURE DESIGN                    | 2.0             | -                | 2.0            | 1.5                    | 0.4              | 0.1              | -                            | 2.0            |
| SUP EQI-STATIONS-FAC-TERMINALS OPTS SOGR        | 12.0            | -                | 12.0           | 6.6                    | 2.7              | 2.8              | -                            | 12.0           |
| WAS & IVY CITY ELECTRICAL UPGR                  | 0.5             | -                | 0.5            | 0.5                    | 0.0              | 0.0              | -                            | 0.5            |
| WASH PLATFORM RENEWAL-MARC                      | 2.0             | -                | 2.0            | 2.0                    | -                | -                | -                            | 2.0            |

|  | FY 2016<br>GCAP  | FY 2016<br>Other | Grand<br>Total   | North East<br>Corridor | State<br>Support | Long<br>Distance | Infrastructure<br>& Corp Dev | Grand<br>Total   |
|--|------------------|------------------|------------------|------------------------|------------------|------------------|------------------------------|------------------|
| <i>(\$\$ in Millions)</i>                                |                  |                  |                  |                        |                  |                  |                              |                  |
| WASH UNION-STA PLATFORM CANOPY ROOF UPGR                 | -                | 0.4              | 0.4              | 0.3                    | 0.0              | 0.0              | -                            | 0.4              |
| WILM - CONSTRUCTION MOFE BUILDINGS 1 & 2                 | 2.0              | -                | 2.0              | 1.9                    | 0.0              | 0.1              | -                            | 2.0              |
| <b>Support Equipment and Vehicles</b>                    | <b>3.5</b>       | <b>-</b>         | <b>3.5</b>       | <b>2.7</b>             | <b>0.7</b>       | <b>0.1</b>       | <b>-</b>                     | <b>3.5</b>       |
| TRACK EQUIP HEAVY OVERHUALS                              | 3.5              | -                | 3.5              | 2.7                    | 0.7              | 0.1              | -                            | 3.5              |
| <b>Technology Systems</b>                                | <b>179.6</b>     | <b>-</b>         | <b>179.6</b>     | <b>93.9</b>            | <b>25.6</b>      | <b>31.8</b>      | <b>28.3</b>                  | <b>179.6</b>     |
| <b>Back Office Support</b>                               | <b>0.4</b>       | <b>-</b>         | <b>0.4</b>       | <b>0.2</b>             | <b>0.1</b>       | <b>0.1</b>       | <b>-</b>                     | <b>0.4</b>       |
| PHILA CALL CNTR FAC IMPROV                               | 0.2              | -                | 0.2              | 0.1                    | 0.0              | 0.0              | -                            | 0.2              |
| RIVERSIDE CALL CNTR FAC IMPROV                           | 0.2              | -                | 0.2              | 0.1                    | 0.0              | 0.0              | -                            | 0.2              |
| <b>Hardware</b>  | <b>51.0</b>      | <b>-</b>         | <b>51.0</b>      | <b>38.2</b>            | <b>3.4</b>       | <b>9.5</b>       | <b>-</b>                     | <b>51.0</b>      |
| ACELA WI-FI UPGRADES                                     | 2.0              | -                | 2.0              | 2.0                    | -                | -                | -                            | 2.0              |
| AMTRAK MOBILE APPLICATIONS ENHANCEMENTS                  | 3.0              | -                | 3.0              | 1.6                    | 0.7              | 0.7              | -                            | 3.0              |
| AMTRAK PASS RIDER DATABASE REPLATFOM                     | 0.8              | -                | 0.8              | 0.4                    | 0.2              | 0.2              | -                            | 0.8              |
| AUDIO VISUAL ON BOARD ENTERTAINMENT                      | 1.8              | -                | 1.8              | 1.0                    | 0.4              | 0.4              | -                            | 1.8              |
| Fuel Management and Monitoring Systems                   | 2.0              | -                | 2.0              | -                      | 1.0              | 1.0              | -                            | 2.0              |
| Long Distance Train Wi-Fi Installation                   | 6.0              | -                | 6.0              | -                      | -                | 6.0              | -                            | 6.0              |
| NEC TRACKSIDE WIRELESS BROADBAND NETWORK                 | 30.4             | -                | 30.4             | 30.4                   | -                | -                | -                            | 30.4             |
| Quik-Trak Kiosk Hardware Refresh                         | 2.0              | -                | 2.0              | 1.1                    | 0.4              | 0.5              | -                            | 2.0              |
| Wi-Fi Program Expansion                                  | 3.0              | -                | 3.0              | 1.6                    | 0.7              | 0.7              | -                            | 3.0              |
| <b>Operations Foundation</b>                             | <b>55.7</b>      | <b>-</b>         | <b>55.7</b>      | <b>30.5</b>            | <b>12.4</b>      | <b>12.9</b>      | <b>-</b>                     | <b>55.7</b>      |
| Operations Foundation                                    | 55.7             | -                | 55.7             | 30.5                   | 12.4             | 12.9             | -                            | 55.7             |
| <b>Software</b>  | <b>72.5</b>      | <b>-</b>         | <b>72.5</b>      | <b>25.0</b>            | <b>9.8</b>       | <b>9.4</b>       | <b>28.3</b>                  | <b>72.5</b>      |
| AMTRAK E-TICKETING INITIATIVE                            | 1.4              | -                | 1.4              | 0.8                    | 0.3              | 0.3              | -                            | 1.4              |
| Amtrak Foundation - Train Operations Tec                 | 1.5              | -                | 1.5              | 0.8                    | 0.3              | 0.4              | -                            | 1.5              |
| AMTRAK NATIONAL OBIS PROGRAM                             | 1.6              | -                | 1.6              | 0.9                    | 0.4              | 0.4              | -                            | 1.6              |
| AUTOMATED CUSTOMER NOTIFICATION UPGRS                    | 0.5              | -                | 0.5              | 0.3                    | 0.1              | 0.1              | -                            | 0.5              |
| CUSTOMER EXPERIENCE PROGRAMS                             | 7.8              | -                | 7.8              | 4.2                    | 1.7              | 1.8              | -                            | 7.8              |
| FINANCIAL PLANNING TOOL DESIGN-IMPLEMENT                 | 8.3              | -                | 8.3              | 4.5                    | 1.8              | 1.9              | -                            | 8.3              |
| FY04 ENG AMM DEVELEOPMENT                                | 0.9              | -                | 0.9              | 0.7                    | 0.2              | 0.0              | -                            | 0.9              |
| FY05 ENG AMM DEVELEOPMENT                                | 3.0              | -                | 3.0              | 2.3                    | 0.6              | 0.1              | -                            | 3.0              |
| HCM Foundations  | 5.5              | -                | 5.5              | 3.0                    | 1.2              | 1.3              | -                            | 5.5              |
| IT Strategic Technology Program                          | 19.5             | -                | 19.5             | -                      | -                | -                | 19.5                         | 19.5             |
| IT Technology Upgrade Program                            | 4.1              | -                | 4.1              | -                      | -                | -                | 4.1                          | 4.1              |
| Mobile Infrastructure Enhancement Progrm                 | 4.6              | -                | 4.6              | -                      | -                | -                | 4.6                          | 4.6              |
| MYSAP HUMAN CAP MGMNT-HCM                                | 2.0              | -                | 2.0              | 1.1                    | 0.4              | 0.5              | -                            | 2.0              |
| PERSONAL CMPTR/FIELD DEPLOYED                            | 6.2              | -                | 6.2              | 3.4                    | 1.4              | 1.4              | -                            | 6.2              |
| REAL PROPERTY INVENTORY MGMT INFORM SYS                  | 0.1              | -                | 0.1              | -                      | -                | -                | 0.1                          | 0.1              |
| TRANSPORTATION - TRAINING COMPUTERS                      | 0.5              | -                | 0.5              | 0.2                    | 0.1              | 0.1              | -                            | 0.5              |
| WMS NETWORK REDESIGN/UPGRADE                             | 3.6              | -                | 3.6              | 2.0                    | 0.8              | 0.8              | -                            | 3.6              |
| WORK MANAGEMENT SYSTEM                                   | 1.5              | -                | 1.5              | 0.8                    | 0.3              | 0.3              | -                            | 1.5              |
| <b>Hold Back for Operating</b>                           | <b>50.0</b>      | <b>-</b>         | <b>50.0</b>      | <b>-</b>               | <b>-</b>         | <b>-</b>         | <b>50.0</b>                  | <b>50.0</b>      |
| <b>Hold Back for Operating</b>                           | <b>50.0</b>      | <b>-</b>         | <b>50.0</b>      | <b>-</b>               | <b>-</b>         | <b>-</b>         | <b>50.0</b>                  | <b>50.0</b>      |
| Hold Back for Operating                                  | 50.0             | -                | 50.0             | -                      | -                | -                | 50.0                         | 50.0             |
| <b>Grand Total</b>                                       | <b>\$1,803.8</b> | <b>\$779.0</b>   | <b>\$2,582.8</b> | <b>\$1,745.4</b>       | <b>\$396.1</b>   | <b>\$359.0</b>   | <b>\$82.3</b>                | <b>\$2,582.8</b> |
| PRIIA 209 Rolling Stock Maintenance                      | (74.3)           | 74.3             | -                |                        |                  |                  |                              |                  |
| PRIIA 212 Transition assistance                          | (156.1)          | 156.1            | -                |                        |                  |                  |                              |                  |
| PRIIA 212 Federal 80/20 Match (Federal Share)            | (399.6)          | 399.6            | -                |                        |                  |                  |                              |                  |
| PRIIA 212 Infrastructure (Commuter) Reduction to GCAP    | (186.3)          | 186.3            | -                |                        |                  |                  |                              |                  |
| NEC Operating Profits                                    | (366.8)          | 366.8            | -                |                        |                  |                  |                              |                  |
| Infrastructure & Corporate Development Operating Profits | (76.9)           | 76.9             | -                |                        |                  |                  |                              |                  |
| <b>General Capital</b>                                   | <b>\$543.7</b>   | <b>\$2,039.1</b> | <b>\$2,582.8</b> |                        |                  |                  |                              |                  |

## FY 2015 CAPITAL PROGRAM DESCRIPTIONS

**Infrastructure Renewal Projects****Base State of Good Repair*****Bridges, Culverts and Tunnels***

- Movable Bridges – funding to progress Amtrak's movable bridges towards a state of good repair. Some of the bridges will be brought to a state of good repair through selective component replacement while others require complete replacement of movable structure, mechanical and electrical systems.
- Fixed Bridges Upgrades – this program is to address under-grade bridges currently not in a state of good repair including conversion of open deck under-grade bridges to ballast deck for improved train performance. Some of the under-grade bridges can be brought to a state of good repair through selective component replacement and others will require complete replacement.
- Tunnels – to progress tunnels towards a state of good repair. This will be accomplished primarily through component replacement or through complete replacement of the tunnel under extreme circumstances.

***Signal and Communications Systems***

- Absolute Block Signal (ABS) – to progress ABS assets towards a state of good repair. ABS component failures have been identified as a major contributor to train delay. Upgrading of outdated components will result in increased reliability, improved on-time performance and railroad safety.
- Advanced Civil Speed Enforcement System (ACSES) – ACSES is the Positive Train Control (PTC) system used on the NEC. This program includes upgrades to Central Instrument House (CIH), radio transmission equipment, and wayside interface units. For interoperability with freight carriers operating on the NEC, Amtrak will install an Interoperable Electronics Train Management System (I-ETMS) overlay that will allow freight trains and some commuter trains to operate on the NEC without ACSES equipment. See the Positive Train Control section of this document for additional detail. The ACSES system was mandated by the FRA for high speed operation.
- Interlocking – Communications & Signals – this program is to address interlocking signal system components not currently in a state of good repair. Upgrade signal systems at interlockings to eliminate equipment failures and reduce maintenance costs. This program involves conversion of air switch machines to electric machines, automation of manual towers and replacement of obsolete interlocking signal system components.
- Crossings – upgrade highway crossing detection devices for more reliable operation of warning systems and enhance grade crossing system safety while reducing maintenance costs. Examples of work included under this program include the renewal of ties, rail, and crossing material at road crossings as well as concrete tie installation at grade crossings.
- Centralized Electrification and Traffic Control (CETC) – replace centralized traffic control equipment in CETC locations with modern server-based systems. The existing locations do not have back-up capability. Server-based systems will allow for simplified back up in case of a disaster.

- Communications Systems - the renewal and replacement of radio assets to bring Amtrak in compliance with Federal Communications Commission requirements. Work performed under this program includes the renewal of battery back-up systems at radio locations and the replacement of analog radio equipment with digital narrowband equipment.

### ***Electric Traction***

- Catenary – the replacement and renewal of catenary wire, insulators and hardware currently not in a state of good repair. Elements of this program include not only replacement of components that are beyond their useful life, but also the replacement of wire that is beyond the allowable wear percentages.
- Catenary Pole – many of the catenary poles are over 90 years old and are beyond their designed service life. Replacement of the poles will provide physical support to the power transmission and catenary systems.
- Transmission – the replacement of traction power transmission cable and associated hardware currently not in a state of good repair. Much of the existing cable has been in service for over 70 years and has far exceeded its useful life. Examples of work performed under this program include the design, purchase and installation of new solid dielectric cable, replacement of transmission lines, demolition of the existing duct bank and construction of a new duct bank, terminations, splices and testing of the new cable.
- Substations and Frequency Converters - improvements made to the electric traction and substations along the Northeast Corridor. Some examples of work performed under this program are: replacement of rotary traction power frequency converters, replacement or renewal of existing power machine, and renewal of substation components such as power transformers, circuit breakers and control cables. The reliable operation of these assets is critical to on-time performance.

### ***Track***

- Track Ballast – perform work to progress the ballast assets towards a state of good repair. Examples of work performed under the program are replacement through spot undercutting and shoulder cleaning where total replacements are not needed.
- Track Drainage – renew and replace track drainage assets currently not in a state of good repair. If not corrected, poor drainage will result in slow orders and higher maintenance costs associated with the accelerated degradation of track geometry. Examples of work performed under this program include the utilization of the slot-train, the Badger ditcher, and conventional earth moving equipment to re-profile existing drainage ditches and establish new ones.
- Track Rail Replacement – replacement of rail that is currently not in a state of good repair. There are roughly 1,600 miles of main line track that have rail that is 40 to 50 years old. Amtrak replaces an average of 35 miles of rail per year. Useful service life of rail has been exceeded once horizontal or vertical wear limits, internal defect rates, or surface conditions are approaching safety limits. This program will help to reduce maintenance costs and slow orders.
- Crosstie / Timber – replace crosstie and track timber along the NEC which will reduce train delays, track geometry degradation, FRA track defects, and switch failures. Examples of work performed under this program include the installation of timber underneath turnouts in yards and block tie replacement at specific locations.

- Track Laying System (TLS) – utilization of TLS for the complete replacement of wood tie track with concrete cross ties including replacement of concrete ties that have been found to be defective. This replacement program will reduce maintenance costs and potential slow orders, and provide for an increase in on-time performance.
- Track Turnouts – replacement of standard wood turnouts and associated components not currently in a state of good repair. Associated components include frogs, switch points, and wood and concrete switch timbers and other track turnout material.
- Track Geometry – surfacing, realignment and re-profiling of track surface as required to meet FRA Track Safety Standards, maintain ride quality standards and extend the life of track components.
- Interlocking Renewal - total renewal of the existing track structure within interlocking limits with new advanced technology; updates include repair or replacement of turnouts, concrete switch ties, moveable point frogs, and switches. These interlocking renewal projects will move the railroad towards a state of good repair by eliminating failures and reducing maintenance costs.

## **Major Projects**

### ***Major Bridge Special Projects***

Address major bridges currently not in a state of good repair for improved train performance, eliminating slow orders that Amtrak must impose when bridge components fail and disrupt the train traffic. Continuous maintenance costs due to temporary repairs will also be avoided. While some of the major bridges can be brought to a state of good repair through selective component replacement, most will require complete replacement such as for the Portal Bridges. Two new Portal Bridges known as Portal North and Portal South bridges will replace the obsolete 100-year old moveable Portal Bridge over the Hackensack River between Kearny and Secaucus, New Jersey, expanding capacity from two to four tracks at one of the busiest points on the Northeast Corridor.

## **Special Programs**

### ***New Jersey High-Speed Rail Improvement Program***

Upgrade and improve the catenary, power, track and signal systems on the NEC primarily between New Brunswick, NJ and Trenton, NJ in order to facilitate increased speeds and improved reliability for all users and eventual higher levels of service. The program will also support the goals of increased service capacity, helping Amtrak to meet near-term rising demand for high-speed service on the NEC by operating additional trains in the 2018 to 2023 timeframe and beyond.

## **Safety and Mandates**

### ***Safety and Security***

This program will provide emergency access/egress in the New York City area tunnels and provide proper ventilation for removing smoke from the affected areas. The system will provide responding local Fire Department with access to the fire suppression system within the tunnels and provide Amtrak passengers with a better opportunity to survive a catastrophic event in the New York Tunnels and Penn Station.

### ***Life Safety – 1<sup>st</sup> Avenue Construction***

The project is located at First Avenue in Manhattan, New York City, between 32nd and 34th Streets. The project consists of reconfiguring the two shafts, North and South structures,

connecting to the East River Tunnels at First Avenue in New York City. Also, the existing narrow spiral stairways will be replaced with wider stairs with landings and the existing inadequate ventilation system replaced with high capacity bi-directional fans controlled by computer at a remote location. The installation will require relocation and/or replacement of all utilities, which have been added over the years. A new structure will be constructed at the top of the shafts to house the new fans, the new utility systems, and to provide access to the new stairwells.

#### ***Life Safety – NRT Ventilation Construction***

This project is located in the City of Weehawken, NJ and will consist of the reconfiguration of the four shafts connecting to the North River Tunnels. The existing narrow spiral stairways will be replaced with wider stairs with landings and the existing inadequate ventilation system will be replaced with high capacity bi-directional fans that will be controlled by a remote computer. The installation will require relocation and/or replacement of all utilities and a new substation, which have been added over the years. A new structure will be constructed at the top of the shafts to house the new fans, the new utility systems, and to provide access to the new stairwells.

#### ***Life Safety – Standpipe Installation***

The project consists of the installation of approximately 16 miles of a remote computer-controlled fire standpipe system along the North and East River tunnel systems. In addition, this project includes the installation of an air monitoring system to the existing standpipe system which incorporates the addition of Air-Vacuum Isolation valves with fail safe actuators in the tunnels and the installation of Standpipe Deluge Valves and Air compressors and associated piping, electrical power and controls to provide a fully operable fire standpipe system. This also includes bonding and grounding installation for the standpipe system.

#### ***Life Safety – Miscellaneous Design & Construction Project***

Under the "miscellaneous" category two construction projects are planned to improve communications: one will provide radio coverage in all tunnels for local Fire Department personnel, while the other (emergency tunnel phones) will provide redundant communication capability. Other construction projects involve Emergency Power systems in station and tunnels, Fire alarm system installation and SCADA system for standpipe and ventilation fans.

#### ***Positive Train Control***

Positive Train Control (PTC) is an information and communication system that improves traditional collision prevention measures and adds an entirely new layer of automated protection by enforcing permanent and temporary speed restrictions. On January 15, 2010 the FRA issued its PTC Rule which, pursuant to the Rail Safety Improvement Act of 2008, requires Class I railroads (on lines where toxic materials are hauled) and each railroad hosting intercity or commuter rail passenger service to have a PTC system installed and operating by December 31, 2015 on their main lines. A main line is defined as having 5 million or more gross tons of railroad traffic per year, or used for regularly scheduled intercity or commuter rail passenger service. The PTC Rule provides for exceptions to PTC



requirements, which are subject to FRA approval, on rail lines hosting passenger trains on which freight traffic volumes, and the number of passenger trains operated, do not exceed limits specified in the rule.

Continued use of a number of existing PTC systems will be allowed. These systems include:

- Advanced Civil Speed Enforcement System (ACSES) and Incremental Train Control System (ITCS)
- Burlington Northern Santa Fe (BNSF) Railway system's Electronic Train Management System (ETMS)
- Interoperable Electronic Train Management System (I-ETMS)

Amtrak presently uses two of these PTC systems. ACSES was installed on portions of the Northeast Corridor (NEC) in the beginning of 2000 with the startup of *Acela* services, and ITCS is used on the Amtrak owned Michigan Line between Porter, IN and Kalamazoo, MI and on the Chicago-St. Louis line. Amtrak's PTC efforts include installation of ACSES on the remainder of the NEC and its tributary routes and installation of ITCS on the state-owned portion of the Michigan Line. In addition, Amtrak will work with Federal, state, and local authorities and commuter and freight railroads to ensure Amtrak trains are compliant with PTC systems adopted for use by host railroads. Compliance with I-ETMS will be a significant element of the PTC efforts. Amtrak will equip its diesel locomotives with I-ETMS for operation in I-ETMS territory on host railroads.

Amtrak invested \$64 million of American Recovery and Reinvestment Act (ARRA) funds to install PTC on Amtrak-owned infrastructure. Further, in February, 2011, Amtrak received a grant in the amount of \$12.9 million (limited to 80% of the estimated cost) to install an I-ETMS test bed in the state of Maryland.

Additional funding to fully comply with PTC requirements is necessary. It is important to note that compliance with PTC requirements on the host railroads outside of the NEC could drive significant costs to Amtrak. Amtrak's contribution to PTC installation and maintenance on host railroad property will be based on the Federal statute governing "incremental costs", which are costs incurred by hosts solely as a result of Amtrak's presence. Changes in freight and passenger traffic on Class I host railroad lines could cause changes to PTC requirements. If those incremental costs can be attributed solely to Amtrak's operations on the property, the company could be responsible for significant costs outside of its own infrastructure.

## **Support Equipment and Vehicles**

### ***Track Equipment***

The program will replace existing track equipment at the end of its useful service life. This program includes the acquisition of track roadway equipment used for track surfacing, wood tie replacement, switch exchange, and other rubber-tired railroad maintenance equipment. This will allow us to take advantage of technological advances within the industry, to replace existing equipment at the end of their useful service life and to increase the operating efficiency, utility, and production capacity of the equipment.

## **Stations and Facilities**

### **State of Good Repair Base**

#### ***Maintenance of Equipment Facilities***

Upgrades to equipment maintenance facilities including replacement and major overhaul, of plant structures, machinery, equipment and improvements to the premises.

#### ***Station Upgrades***

Upgrades to stations to include HVAC, roofing, lighting, elevators and escalators replacement, replacement of support equipment and other interior improvements.

#### ***Maintenance of Way Base***

Various system upgrades to maintenance of way facilities such as HVAC replacement, roof replacement, electrical upgrades, and lighting improvements.

#### ***Transportation Department Facilities***

Renewal of interlocking control towers such as the “K” tower and Dock interlocking tower.

### ***Washington Union Station Master Plan Implementation***

The following are multi-year projects and are all underway in FY15.

- **SOGR Passenger Concourse and Facilities Phase I** - focuses on state of good repair and initiate 100% design and construction documents for the first round of the Passenger Concourse reconstruction including tasks such as the provision for adequate egress capacity including corridors, stairs, and doors to meet the large passenger loads that have developed over the past years.
- **Major Improvements Concourse and Facilities Phase I** - will advance major improvements for reconstruction of the concourse and terminal facilities including tasks such as renovation and expansion of Club Acela, Police, ticketing and baggage handling spaces, as well as station management offices and other station support spaces.
- **Major Improvements Concourse and Facilities Phase II** - prepare final design and construction documents for Phase II including track realignments and platform improvements, improved pedestrian access between Amtrak, Metro, commuter rail, bus, taxi and parking facilities, and upgraded passenger amenities.
- **SOGR Terminal Facilities Phase I** – design phase of the Washington crew base state of good repair project as well as design of the rail infrastructure for west side tracks, rail facilities, and the satellite commissary.
- **Major Improvements East Side Program Phase II** – reconstruction of tracks and platforms 21 through 30, as well as construction of new boarding Concourses B and C, and the Central Concourse. Four new high level platforms providing level boarding with 48 inch platforms will be provided serving seven new tracks, as well as a single new 15 inch platform providing level boarding for Superliner and VRE equipment serving two new tracks. Also switches, signals, and controls will be completely reconstructed as part of the project.



## **Major Projects**

### ***30th Street Station Underground Garage Reconstruction***

Construction of a permanent replacement of structural columns, beams and surface decking of the under-street parking facility below 30th Street Station in Philadelphia, PA. The scope also includes addressing the water infiltration problems throughout the facility as well as inspecting, replacing and painting the structural steel below the North Parking Deck.

### ***Ivy City Master Plan***

Amtrak plans to increase high speed train frequency between New York and Washington. This will require additional high speed service and inspection tracks as well as additional crew quarters and material storage. The Union Station Master Plan does not include a detailed analysis of Ivy City.

### ***King Street Facility Construction***

Phase 3 and 4 of the construction of a Service and Inspection Facility and Locomotive Shop at King Street in Seattle, WA.

### ***Moynihan Station Construction***

The first phase of the project is the expansion of the west end concourse, which will be followed by the installation of fan plants over E and C yards and the expansion of the 33rd Street connector.

### ***Sunnyside Yard New Mechanical Facility***

Plan and begin construction on a new consolidated Mechanical, Engineering, and Transportation maintenance facility and warehouse at Sunnyside Yard outside of New York Penn Station. The program is pending completion of the Sunnyside Yard Master Plan.

### ***Branford – Guilford, CT Station Improvements***

Funded by the State of Connecticut the scope includes the construction of a new north-side high-level platform and pedestrian bridge that will connect to the existing south-side platform at the Branford Railroad Station and the construction of an extension of the existing north-side high-level platform at the Guilford Railroad Station.

## **Safety and Mandates**

Safety or mandated related improvements to Amtrak's facilities such as:

- Implementation of ADA requirements at stations served by Amtrak nationwide
- Replacement of emergency generator at 30th Street Station
- Installation of Security facilities and equipment along the right-of-way, at stations and critical locations
- Design of the new Middletown, PA Station facilities funded by the Pennsylvania Department of Transportation
- Improvements to Exton, PA Station on Amtrak's Harrisburg Line funded by SEPTA

## **Improvements**

### ***Energy Efficiency***

Continuation of the successful program to install high efficiency fluorescent lighting and other energy saving initiatives at Amtrak facilities including mechanical locations, maintenance of way bases and stations.

### ***Quik-Trak Hardware Upgrades***

Existing Quik-Trak kiosks, which date from 2007, will be out of PCI compliance in April 2016. Refresh of current kiosks will permit Amtrak to replace obsolete hardware. The new Quik-Trak kiosks will use state-of-the-art technology to provide continued high levels of customer service with a full range of transactions such as eTicket document issuance, remote agent capabilities, reservations purchase, and support of customers' needs to exchange, refund and upgrade reservations and permit checked baggage in the self-serve environment. These kiosks will continue to meet requirements for accessibility to passengers with disabilities in compliance with section 508 of the Americans with Disabilities Act ("ADA") and California state law requirements.

### ***Infrastructure Protection***

This program will allow Amtrak make security improvements to new or existing rail infrastructure, and to purchase and install equipment necessary to enhance security at stations and rail facilities identified in the DHS funded risk and needs assessments as key intercity rail transportation assets. These infrastructure protection measures, such as access control card readers and intrusion detection devices, CCTV, bollards, fixed and/or retractable barriers, planters, gate checkpoints, lighting and fencing, will prevent or mitigate the effectiveness of terrorist attacks, especially from VBIEDs. These measures will protect Amtrak passengers, employees and critical infrastructure assets integral to the safety and stability of the national passenger rail system.

### ***Planning and Assessments***

DHS funds will be used to hire a vendor to conduct an update to the risk and needs assessments. It also includes continuing deployment of Station Action Team Toolkits to Amtrak's top priority facilities.

### ***Station Improvements***

Improvements to stations include restroom renovations, escalator replacements, replacement of support equipment and other interior improvements. Also included in this year is the relocation of the Amtrak Police National Communication Center to a more suitable facility.

### ***Maintenance of Equipment Facilities***

Upgrades to equipment maintenance facilities including replacement and major overhaul, of plant structures, machinery, equipment and improvements to the premises.

### ***Maintenance of Way Base***

Various upgrades to maintenance of way facilities such as HVAC replacement, roof replacement, electrical upgrades, and lighting improvements.

***Transportation Department Facilities***

Upgrades, replacements and construction at transportation department facilities throughout the country.

**Amtrak Support*****Safety & Security***

DHS funds to support the operational and equipment needs of the Amtrak Police Department.

***Exercises***

Development of the Amtrak's Homeland Security Exercise and Training (HSET) program, the program will create an environment where standardized training, exercise, evaluation and improvements are institutionalized within the plans, procedures and protocols at Amtrak. Successfully implementing a multi-year exercise and training program will allow Amtrak to coordinate training and exercises based on a regional approach with our Federal, State, and local partners and utilize the Homeland Security Exercise and Evaluation Program (HSEEP) to coordinate our efforts.

**NEC Master Planning*****Baltimore Station Area Infrastructure Improvements***

Funds the SOGR study which will perform a full evaluation of the station's current condition and will provide recommended improvements. In addition, Amtrak will fund the Master Plan to create a long-term vision for integrating Amtrak's future transportation and infrastructure requirements with commercial development.

***Transmission Line Concept Design***

This project will conduct an overall environmental assessment and develop a concept design for the replacement of the current 138 kV Passaic & Harsimus Transmission Line in the vicinity of Newark, NJ, between Substation #40 (Waverly) and Substation #41 (Kearny).

***Clinton Interlocking Design***

Design of a new universal interlocking at Clinton, CT to provide operating connectivity between the two NEC main line tracks.

***New York Penn Station***

Design for wayfinding signage and preliminary design for interim corridor widening within the station. In addition funds the design and fabrication of exterior street level signage.

**Support Equipment and Vehicles*****Communications & Situational Awareness***

This is a DHS funded program and will increase the capacity for Amtrak to detect, prevent and respond to security threats by providing resources such as interoperable communications equipment, analytic CCTV systems for surveillance and alarm monitoring,

and various technical solutions. These investments will increase situational awareness and capacity to monitor areas in and around various Amtrak facilities.

### ***Equipment and Security Operations***

This is DHS funded program. The scope includes Canine Officers refresher advanced training, canine vehicles, surge operations, etc.

## **Fleet Overhauls**

### **Amfleet Overhauls**

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the Federal Railroad Administration (FRA). Configurations include passenger coach, café/club, lounge, and cab cars. These passenger car programs will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

### **Acela Overhauls**

Continuation of the multi-year *Acela* Overhaul Program addressing the system overhaul needs of the *Acela* train sets. Overhaul requirements are identified by major system condition assessments, fatigue life calculations, and reliability data trends. This program will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

### **Superliners**

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the FRA. Configurations include passenger coach, diner, sleeper, lounge, and transition sleeper cars. These passenger car programs will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

### **Locomotive Overhauls and Life Cycle Maintenance Program**

Amtrak diesel locomotive programs will involve the various levels and modifications required by Federal agencies including the Transportation Safety Administration (TSA), Environmental Protection Agency (EPA) and FRA. This program enables Amtrak to bring the locomotive fleet to a state of good repair, increase locomotive reliability and availability, extend the useful life of the locomotive, comply with applicable Federal rules and regulations, and mitigate future expenses associated with an aging fleet.

Overhauls for electric locomotives (AEM-7 DC, AEM-7 AC, and HHP-8) were suspended with the deployment of the new ACS-64 electric locomotives that began in FY14.

**Horizon**

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the FRA. Configurations include passenger coach and food service cars. These passenger car programs will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

**Surfliner Programs**

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the FRA. Configurations include business class coach and cab cars. These passenger car programs will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

**Viewliner I Programs**

Funding for the various levels of overhauls for Viewliner sleeping cars that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the FRA. These passenger car programs will enable Amtrak to maintain equipment in a state of good repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

**General Safety and Reliability**

Projects include design, specification, engineering and blueprinting of future improvements to existing rolling stock, design of new rolling stock, and deployment of Positive Train Control technology upgrades on the locomotive fleets.

**Mandatory Revisions**

Required modifications to existing fleet resulting from changes in regulations required by Federal agencies including TSA, EPA and FRA. These revisions vary annually.

**Wrecks**

Repair of passenger cars and locomotives placed out of service due to accidents or incidents.

**Technology Systems****Software*****Customer Experience Programs***

The Customer Experience Programs interact with Amtrak's reservation systems to deliver customer-facing functionality through our distribution channels. In FY15 - FY19, the Customer Experience Program will modernize the interface to the reservations system which will improve customer service capabilities for call center and station ticket agents;

enable access to “Fare Family” functionality in all distribution channels, thereby allowing customers to select from products and fare choices that best suit their needs; allow all distribution channels to access customer profile information from the reservations system which will provide customers more personalized travel options.

### ***eTicketing***

The initial phase of eTicketing was launched on July 30, 2012. This solution delivers “print anywhere” capability to approximately 90% of Amtrak customers. Customers now have the ability to purchase and print tickets at home, or to be paperless by using a smartphone application, greatly simplifying the customer ticketing process. Furthermore, conductors and accounting personnel no longer have to use paper tickets to capture revenue, and conductors have access to real-time passenger information and greatly improved passenger manifest lists. The technology also enables on-board conductors to electronically report equipment issues to facilitate proper maintenance. The eTicketing solution has proven to be very successful with conductors and customers alike. The FY15 eTicketing program will focus on extending the complete eTicketing solution to Amtrak’s intermodal partners (e.g. bus, airline, etc.) as well as adding enhancements for conductors, customers and state partners through the addition of enhanced reporting and accounting controls. The eTicketing Expansion project will eliminate the use of paper value tickets and greatly reduce the number of paper certificates and vouchers. This will enable Amtrak to realize increased cost efficiencies and an improved customer experience by allowing all to enjoy the benefits of eTicketing.

### ***Revenue Management System (RMS)***

A multi-year project that will automatically and accurately forecast demand by city pair and by price point for each of Amtrak’s train departures, optimizing ticket revenue. RMS will provide price point inventory authorizations to Arrow, Amtrak’s reservation system, and passenger demand forecasting to Capacity Management Systems. The result for Amtrak will be incremental ticket revenues from a more efficiently revenue-managed system.

### ***Credit Card System Upgrade***

Payments Platform Program is to extract payment card functionality from the heritage systems, place them in an up-to-date third party electronic Payments Platform, and use the resulting functionality to access “best practices” today and in the future. This will permit Amtrak to improve the customer interface (including access to PIN debit and possibly a payments wallet like PayPal), to reduce the costs of processing (including interchange screening), to reduce fraud (including 3D Secure, American Express Enhanced Authorization, and other transaction filters), and to give ready access to catastrophic fraud prevention (including “tokenization” should Amtrak decide to use such a service).

### ***Amtrak Foundation***

Improves train operation efficiency by introducing and integrating mobile devices into work flows; consolidating Enterprise Asset Management to a single system for managing facility assets and warranties on assets and asset components.

***Enterprise Resource Planning (ERP) Foundation***

Increases the operating efficiency of the enterprise SAP system by integrating the Logistics Warehouse Management system and adding SAP licenses. It improves management reporting with emphasis on Food & Beverage information aimed at reducing costs and increasing revenue.

***Mechanical Technology***

Ongoing investment into the Work Management, Mobile Data Management, and Locomotive Health Monitoring & Analysis applications to improve the ability to schedule and monitor mandatory rolling stock maintenance, reduce manual processes and improve reliability and performance of rolling stock.

***Next Generation Reservations System***

Modernize, streamline and significantly reduce business and technical risks from Amtrak's sales, reservation and ticketing system. The current foundation for Amtrak's sales, ticketing, and operational processes - including customer service and train operations - is over 30 years old and is based on outdated technology. The potential failure of this outdated infrastructure presents a critical business risk that must be addressed.

***IT Strategic Technology Program***

The program is designed to organize and prioritize key strategic initiatives to be developed in the Information Technology area that are assessed as critical to providing world class IT services, assessing and responding correctly and quickly to emerging and evolving technologies, meeting threats to information confidentiality, availability and integrity, and meeting corporate strategic goals and priorities.

***Human Capital Management (HCM) Foundations***

Improves communication to employees and automates several HCM processes. Impacted systems and processes include Employee Information Management system enhancements, Employee Communications Portal, e-Recruiting Resume Parsing Module, Family Medical Leave Act Administration System, Human Capital e-Forms and New Hire Onboard Automation System.

***Mobile Applications Enhancements***

Improve performance, availability, and maintainability of Amtrak's deployment and utilization of all categories of mobile device used in eTicketing and in conductor mobile device initiatives, including supporting network infrastructure, applications and upgrading platform technology to latest supported version.

***Amtrak.com***

This project intends to deliver an enhanced customer experience and increase sales opportunities by providing accurate and reliable travel information in an interactive and simple interface. Develop a strategic plan for creating and delivering destination and enroute content for major markets.



### ***Cyber Information Security***

Continuation of a multi-year program that enhances and refreshes Amtrak's information security technology. This program ensures compliance with regulatory and legal requirements, improves the ability to ensure the confidentiality, integrity, and availability of Amtrak's critical infrastructure systems, safeguards customer transaction information, and enables quick response to vulnerabilities in the information technology infrastructure.

### ***Engineering Technology***

The scope of this program includes the development of the Maximo Work Management System (MWMS) for the Engineering Department, development of an infrastructure asset library, development of the Engineering Personnel System (EPS), and development of an Enterprise Project Management System (EPM). It also builds on earlier investments in Timberline estimating, Primavera scheduling and document management with the integration of the EAM systems with the EPM and EPS system. These systems will continue to be developed and integrated to provide for a seamless flow of information that will assist field and management personnel in the project management of the Engineering Capital Program.

### ***Customer Service***

Passengers have become more and more reliant upon Amtrak's train status information. Consistency across channels is vital for Amtrak to improve its customer service. This program aims to complete several sub-projects with the ultimate goal of improving train status from a customer perspective. In addition the program will fund the technical efforts necessary to support the new Amtrak Guest Rewards travel redemption model, and to activate the model in self-service reservations and ticketing for members. These new capabilities will expand the current availability of self-service travel redemptions beyond simple one-way trips. The member experience will be vastly improved, allowing members to utilize preferred electronic channels to price and confirm their redemption travel. Furthermore, Amtrak will reduce costs of servicing travel redemptions by eliminating dependency on contact center agents for routine tasks.

### ***Operation Business Application Improvement***

Implement technology to modernize operations and help to drive efficiencies. This includes improvements to interactions with the customer and back office support. It will increase Amtrak's effectiveness and ability to track compliance with FRA regulations and customer transactions.

## **Operations Foundation**

### ***Operations Foundation Program***

This is a multi-year program that first looks to build a consolidated framework and roadmap for the Operations department investments. This program will enable enterprise wide process change with fully integrated tools and accurate and accountable data repositories that are fully integrated and able to consolidate important operational data. The program will be implemented in a series of phases that are prioritized by the Operations Steering Committee and stakeholders. Projects will include: the integrated Labor Management



System (iLMS) which will replace and enhance the existing Labor Management System, a service management system that integrates the timetable, equipment, crew and passengers across the planning time continuum, and the delivery of consolidated detailed reporting and analytical capabilities. Other project themes starting in FY15 include:

- Information Management includes enterprise-wide and automated capturing, monitoring and distribution of well-defined metrics
- Service Management focused on optimized plans in an integrated manner across functional areas by considering all business constraints
- Fixed Asset Management includes integrated planning aligned with resource, track and material availability
- Baggage Management will focus on automated end to end processes for baggage, express, and lost and found handling
- Rolling Asset Management includes consideration of requirements and availability as well as optimized rolling asset maintenance to meet schedule demand and Consist Requirements

## **Hardware**

### ***Mobile Infrastructure Enhancements***

Improve performance, availability, and maintainability of Amtrak's deployment and utilization of all categories of mobile device used in eTicketing and in conductor mobile device initiatives, including supporting network infrastructure, applications and upgrading platform technology to latest supported version.

### ***IT Infrastructure***

This is a multi-year effort to realize cost-savings in the data center, by optimizing its infrastructure footprint in areas where it might be over-investing in or under-utilized data center assets and resource categories. The objective of the program is to create a business continuity development model that can avoid outages and provide near zero down for maintenance.

### ***Wi-Fi Program Expansion***

This project builds on that success of Wi-Fi in the NEC by extending the installation of Wi-Fi networks to the remaining trains system-wide, beginning with the long-distance fleets. In addition to providing Internet access, the network will serve as a platform for other passenger services (e.g. movies, news, and games) and business services (e.g., on board system communications with Amtrak's corporate network).

### ***Mobile Application Enhancements***

Improve the user experience on tablet computers. Move towards a mobile logic where users operate more with Apps rather than Browsers. The current Rider application is designed to help customers plan their trips, book reservations and initiate travel. It does not provide the next step of enhancing the actual journey once onboard the train.

## On Board Enhancements (OBIS)

The On-Board Information System (OBIS) will provide passengers riding Amtrak trains with reliable visual and audible information such as the train destination, current station, next station, pre-recorded messages, and visual graphics. OBIS will include at its core a control unit that directs audio messages to new and/or existing Amtrak Public Address (PA) systems, and visual information to new and/or existing LED signs and video displays, and will deliver on-board media, creating new passenger revenue opportunities.

## Locomotive Monitoring and Fuel Management

To utilize trip optimizer software that controls optimum speed to achieve minimum fuel use. The trip optimizer monitors locomotive performance and integrates GPS tracking along the route, evaluates the route for savings opportunities and plots the optimal speed for fuel savings. Renovate or replace fuel management system hardware at the storage tank locations in order to be able monitor fueling activities remotely via computer network.

## Back Office Support

### Call Centers

The program is to maintain a state of good repair at the Philadelphia and Riverside call centers. The facility projects include improving both interior and the exterior of the centers. The objective is to maintain safe and functional working environment for Amtrak's contact centers.

## Gateway Program

### Program Key Components

- **New Hudson River Tunnels-** Two new trans-Hudson River rail tunnels from the Bergen Palisades in New Jersey to Manhattan will directly serve an expanded Penn Station. These new tunnels will provide operational benefits for the existing Penn Station and increased capacity for commuter and intercity rail operations including NJ Transit and Amtrak. Construction has already begun on an 800-foot concrete casing through the Hudson Yards site, west of Penn Station, to preserve the only viable right-of-way for the future tunnels into Penn Station.
- **Expanded Moynihan/Penn Station, New York-** An expansion of existing New York Penn Station tracks and platforms and the creation of new “Penn South” concourses will provide direct connections to the future Moynihan Station. These improvements will support the long-term growth of commuter and intercity passenger rail service at both Penn Station and the historic Farley Post Office Building, which is being transformed into the new “Moynihan Station” by the Moynihan Station Development Corporation. The expanded Moynihan/Penn Station complex creates a consolidated Amtrak operation on Manhattan's West Side and the high level of service and connectivity required for the growth of Amtrak's *Acela* and future NextGen high-speed rail services.
- **New Portal Bridges-** Two new high-level, fixed bridges, known as North and South Portal Bridges, will replace the 100-year-old, moveable Portal Bridge over the Hackensack River between Kearny and Secaucus, New Jersey, doubling corridor capacity. Final design and federal environmental review for the North Bridge, the first to be constructed, has been

completed. The new bridge is estimated to cost \$900 million over a 5-year construction period.

- **Newark-to-Secaucus Improvements-** The existing NEC will be greatly improved between Newark and Secaucus, New Jersey. The mainline will be expanded from two to four tracks between Newark and the Bergen Palisades tunnel portals, better connections will be built to link the NEC with the NJ Transit Morris and Essex Lines, and various bridges will be upgraded or replaced.
- **Reconstruction of Existing Hudson River Tunnels-** The existing Hudson River tunnels, completed in 1910 by the Pennsylvania Railroad, will be rebuilt and modernized once the new Gateway tunnels are commissioned. The existing, century-old, tunnels will be rehabilitated in compliance with current engineering and safety standards, providing significant resiliency improvements against natural and man-made threats.

### Environmental Remediation

*These clean-up efforts are required by state directive or by agreement.*

- **Wilmington Facility Remediation** – Amtrak has signed a Voluntary Cleanup Agreement with the Delaware Department of Natural Resources and Environmental Control to remediate PCB and petroleum soil contamination at the Wilmington maintenance facility and initiate erosion control measures.
- **Wilmington West Yard Remediation** – The Delaware Department of Natural Resources performed an investigation of the Wilmington West Yard as part of a regional study in November 2001. Low levels of contaminants were found throughout the site from Mill Creek (southern end) to Beech Street (northern border).
- **Wilmington Shop Replace Petroleum Tanks** – Two petroleum storage tanks at the Wilmington shops have failed inspection and testing and must be replaced during FY15. These tanks are very old and of riveted construction, therefore the tanks cannot be repaired. The exact age of these tanks is unknown. These tanks and related system must be removed and replaced to prevent a catastrophic release of petroleum on to the site.
- **Beech Grove Facility Wastewater Treatment System Upgrades** - Replaces the existing wastewater treatment system that is 60 years old and which has the potential to contaminate ground water.
- **Sunnyside Yard Oil/PCB Remediation** - By order of the New York State Department of Environmental Conservation, Amtrak and NJT are involved in a multi-year effort to remove PCB-contaminated soil and clean-up of ground water at New York's Sunnyside Yard.
- **Asbestos, Lead Paint and Mold Abatements** - Multi-year initiative to remove or remediate asbestos, mold and lead paint as encountered during construction projects.
- **Los Angeles Facility Wastewater Treatment System Upgrades** - Covers the potential elimination or reduction in use of 80 year old wastewater treatment ponds at Los Angeles Yards that have considerable potential for non-compliant discharges. This project

anticipates design of subsurface storm water diversion features and construction of storm water diversion devices such as containment curbs, canopies or other enclosures.

- **Chicago Steam Plant Asbestos Abatement** - Removal of asbestos contaminated material from the steam plant in the Chicago maintenance yard. This plant has not operated since May of 2011. The building is a major repository for asbestos containing materials and poses a significant liability for Amtrak. Removing the asbestos will insure that the general public and Amtrak employees are not exposed to asbestos and will eliminate the potential for air and water pollution.
- **County Yard Environmental Remediation** - Commuter yard in New Brunswick, NJ is owned by Amtrak but has never been operated by Amtrak; rather NJT operates the facility under an operating agreement for commuter operations. The State of New Jersey has been notified of PCB contamination at the site and directed remediation. As owner Amtrak is responsible for ensuring remediation.
- **East Barracks Yard Remediation** - Commuter yard in Trenton, NJ is owned by Amtrak but has never been operated by Amtrak; rather NJT operates the facility under an operating agreement for commuter operations. The State of New Jersey has been notified of PCB contamination at the site and directed remediation. As owner Amtrak is responsible for ensuring remediation.
- **New Orleans DAF Upgrades** - The existing wastewater treatment system (Dissolved Air Flotation) is nearly 30 years old and replacement parts can no longer be obtained. Therefore, the wastewater treatment system must be replaced.
- **New Orleans Fueling Facility Upgrades** - This project involves upgrading two areas at the facility with the potential for significant contamination. The areas are the fueling area and the used oil tank, including associated 500 feet of underground line. The fueling area currently has fiberglass pans for containment. These pans are worn and cracked and are often shifted out of place by employees and equipment, leading to leaks and spills onto the ballast. We will also design and construct a concrete secondary containment system with roofing for the fueling area.
- **Prevention of Groundwater Contamination** - Amtrak has a number of above and underground storage tanks used mostly for petroleum storage across the country of various sizes and ages. Several have deteriorated or are approaching the end of their useful lives and will need significant upgrade or replacement. This project is for removal and replacement of three deteriorating underground storage tanks.
- **Sanford, FL Wastewater System Upgrade** - The existing oil/water separator is unable to handle and properly treat wastewater being generated in the diesel shop, which has resulted in violations with the City of Sanford. Additionally, wastewater volume is anticipated to double under the SunRail contract. This project would include design and construction of an appropriate and properly sized wastewater treatment system for the facility.
- **Penn Station Track Remediation** - Mandatory multi-year project to properly dispose of soil contaminated with Polychlorinated Biphenyls (PCBs) soil during track work. Extensive

PCB contamination exists at Penn Station and remediation has occurred annually since 2003.

- **Cedar Hill Remediation** – Maintenance of Way facility in Connecticut has PCB soil contamination that must be remediated by direction of the Connecticut Department of Environmental Protection.
- **Oakland Storm Water Treatment System** - This project covers design and installation of a storm water treatment system capable of preventing a significant diesel or oil release into a storm water discharge system. Tankers fill bulk engine oil aboveground storage tanks adjacent to several storm water inlets. As the Oakland Maintenance Facility is very close to the sensitive ecological, commercial, and recreational uses of the San Francisco Bay, we are recommending additional protections in the form of an in-line oil water separator to prevent spills from reaching the San Francisco Bay.
- **Hialeah, FL PAHS Remediation** - During construction activities in Hialeah Yard, FL, soil contamination (polyaromatic hydrocarbons) was discovered by the contractor. Amtrak must continue remedial investigations as required by Miami-Dade Department of Regulatory and Economic Resources, delegated authority of the Florida Department of Environmental Protection. This fiscal year the Environmental group will complete the Soils Removal Report, and depending on the results, may be required to perform additional remedial activities.
- **Future Remediation** – The project serves as a place holder for remediation projects that are not yet identified at the individual site level. Amtrak may become aware of a liability due to visible signs of contamination, environmental audits performed, from property transfer due diligence, or Amtrak may receive notification from the Environmental Protection Agency (EPA) or state regulatory agency stating that Amtrak may be liable for environmental remediation costs (an “Administrative Order”).
- **Future Pollution Prevention** – This project serves as a place holder for pollution prevention projects (pollution control systems, tank upgrades, etc.) that are not yet identified at the individual site level. These can be replacements/upgrades of systems that have reached their useful life.

### Rolling Stock Acquisitions

#### New Electric Locomotives

The first of the 70 new electric locomotives ordered from Siemens entered revenue service on February 7, 2014. All units are expected to be received by March 2016. The new locomotives will allow Amtrak to retire the existing electric locomotive fleet and standardize the fleet to include only the new Siemens units and the HSR power cars. This purchase is being funded by a Railroad Rehabilitation and Improvement Financing (RRIF) loan, and will be repaid by Amtrak out of farebox receipts. The total project cost is projected to be \$562.9 million.

#### Long-Distance Single Level Equipment

Completing the acquisition of 130 single level long-distance passenger cars pursuant to a contract entered into with CAF USA in August 2010. Amtrak received the first car for testing in May 2014,

and the final unit is expected to enter revenue service by the end of April 2016. The total project cost will be \$342.8 million. Future payments for acquisition of these cars and related spare parts are being requested as part of Amtrak's Federal capital appropriation request.

### **Rolling Stock Life Extension Feasibility Studies**

This project involves feasibility studies to objectively assess the condition of critical elements of Amtrak's fleet to review Amtrak's current maintenance and overhaul practices, to determine whether the equipment can be economically operated for at least the next 15 years.

### **Switcher Locomotives**

Acquisition of up to eight low emission switcher locomotives. Amtrak has previously taken delivery of four such switch locomotives – two funded by a grant by the U.S. Environmental Protection Agency and two funded by grants from the Illinois Environmental Protection Agency and Illinois Department of Transportation.

### **Next-Generation High-Speed Rail Programs**

Delivering the next generation of high-speed rail service to the Northeast Corridor over the coming decades pursuant to Amtrak's *NEC Vision* plan (described in the discussion of the Infrastructure and Corporate Development business line) will involve construction of dedicated tracks and stations for the length of the corridor. The long-term commitment and investment necessary to complete these initiatives is outside of the scope of the annual appropriations process and the associated five year financial plan; rather, funding these initiatives will require separate and distinct financing from Governmental and/or private sources. For this reason no financial estimates are included with this document.

Over the next five years, the focus will be on the commencement of two important cornerstones of the high-speed rail strategy: the Gateway Program and the acquisition of Next Generation High-Speed Trainsets. These projects are described in the discussions of the Infrastructure and Corporate Development business line and the Fleet Strategy, respectively.

### **ADA Compliance**

Amtrak is updating train station platforms, elevators, and restrooms, and making other accessibility related improvements to make additional stations compliant with the requirements of the Americans with Disabilities Act (ADA). Amtrak serves over 500+ stations and has at least partial ADA responsibility for some component (i.e., station structure, platform or parking lot) of approximately 380 stations. Amtrak presented an estimate of its needs to the Congress on February 1, 2009, in its report *"Intercity Rail Stations Served by Amtrak: A Report on Accessibility and Compliance with the Americans with Disabilities Act of 1990"*. This report, which was delivered pursuant to section 219 of the PRIIA, detailed the scope of Amtrak's needs and proposed the level of Federal assistance necessary to attain full compliance. Subsequent updates to this report were issued in August 2011, May 2012, August 2012, December 2012, and October 2013.

On September 19, 2011, the U.S. Department of Transportation (DOT) issued a final rule amending its ADA regulations regarding, among other things, level boarding, alternatives to level boarding, and procedures for obtaining approval of FRA and/or FTA in situations where level boarding is not provided. Amtrak operates a 21,300 mile system, and 20,600 of those miles of track belong to other companies, principally freight railroads. The platforms in these locations are owned primarily by the freight railroads but typically Amtrak has the responsibility to ensure that they are ADA accessible. The DOT has issued subsequent guidance on public ownership of the right of way and "existing freight operations" that expands on the level-boarding obligations and requires a detailed



station by station and platform by platform evaluation to determine where level boarding is required. Also, at stations where multiple tracks are available to carry freight, a platform by platform and track by track analysis and subsequent negotiation with the host railroad must be conducted to determine the proper approach. Finally, FRA review and approval is required for platform designs where level-boarding is not provided.

Amtrak's Accessible Stations Development Program (ASDP) includes a complete master schedule for the stations for which Amtrak has some degree of responsibility for accessibility. In FY12 and FY13, the ASDP focused primarily on stations that have freight traffic directly adjacent to the platforms and, as a result, were not required to have level boarding. In FY15 and over the next several years, Amtrak will focus on components of stations that increase passenger mobility and system accessibility. This work will address inaccessible components (other than platforms, assuming the platforms are currently usable by passengers with disabilities) such as: the path of travel to a station and/or platform or the path of travel between accessible elements, and other major station components including station entrances, restrooms, ticket counters, and station signage. This work will progress while we work to address the platform gap that is created when setback level boarding platforms are provided at stations that have shared freight traffic. Setback level boarding platforms must be set back from the centerline of the track at a greater distance to allow for the additional clearance requirements that freight railroads require, thereby creating a larger gap between our passenger trains and the setback level boarding platforms. The resulting gap requires a level boarding solution that can be deployed each time a passenger train boards or detrains at the setback level boarding platforms.