AMTRAK

General and Legislative Annual Report

& Fiscal Year 2021 Grant Request

February 15, 2020

NATIONAL RAILROAD PASSENGER CORPORATION
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Richard H. Anderson
President and Chief Executive Officer

The Honorable Michael Pence
President of the Senate
U.S. Capitol
Washington, DC 20510

The Honorable Nancy Pelosi
Speaker of the House of Representatives
U.S. Capitol
Washington, DC 20515

Dear Mr. President and Madam Speaker:

I am pleased to transmit Amtrak's Fiscal Year 2021 General and Legislative Annual Report to Congress, which includes our FY 2021 grant request, legislative proposals, and a summary of our FY 2019 accomplishments. FY 2019 was a record-setting year for Amtrak, as our performance highlights below demonstrate. We seek Congress's strong support in FY 2021 so that we can sustain the growth and improvement of our services, network, and infrastructure that we are achieving today.

FY 2019 Highlights

- **Operating Earnings**: Adjusted operating loss was reduced to **$29.4 million**, the best operating performance in our history, increasing our earnings by 82.8% over FY 2018,
- **Ridership**: Set a company record with **32.5 million** customer trips, up 2.5% over FY 2018,
- **Total Revenue**: Increased to a record **$3.3 billion**, 3.6% higher than FY 2018,
- **Capital Investment**: Increased to **$1.6 billion**, 9.4% higher than last year's record investment, including SOGR work, equipment refreshes and station upgrades,
- **Cost Recovery**: Increased to **99.1 percent**, another record for the company, and
- **Safety**: Implemented Safety Management System (SMS) and completed Positive Train Control (PTC) implementation on nearly all Amtrak-owned and controlled track.

FY 2021 Grant Request

- **$2.040 billion** for Amtrak's FAST Act authorized grants, which includes $714 million for the Northeast Corridor and $1.326 billion for the National Network
- **$300 million** for a new grant to Amtrak to implement a Corridor Development Program

Sincerely,

RHAnderson

Richard Anderson
President and Chief Executive Officer

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I. Grant Request Summary

Explanation of FY 2021 Grant Request and Amtrak's Reauthorization Proposal

Amtrak's FY 2021 grant request assumes the continuation of the federal programs, policies, and funding levels that are currently in law as enacted by the most recent surface transportation bill, the FAST Act. This is intended to help guide Congress, and in particular the House and Senate Committees on Appropriations, given they will likely need to draft their respective FY 2021 spending bills before any new surface transportation authorization bill is enacted.

That being said, this document does include some aspects from our forthcoming reauthorization proposal. In particular, Amtrak is requesting a new, third grant to help Amtrak modernize and expand the national network by developing new and additional shorter-distance corridor routes throughout the nation. This new Corridor Development Program is further explained in Section IV and is meant to supplement the NEC and National Network grants that Amtrak currently receives as authorized by the FAST Act. Given the number of communities underserved by intercity passenger rail today, Amtrak felt it prudent to include this proposed Corridor Development Program in our FY 2021 grant request to Congress in advance of the release of our full reauthorization proposal.

In addition, this document includes some select key legislative proposals in Section V for congressional consideration. Later this year, Amtrak will transmit to Congress, the U.S. Department of Transportation, and various other stakeholders a comprehensive reauthorization proposal and national network long range plan that we hope will guide Congress's consideration of these important programs.

Comparative Statement of New Budget Authority

Table 1				
	FY 2018 Enacted	**FY 2019 Enacted**	**FY 2020 Enacted**	**FY 2021 Request – Enacted Plus Inflation**
Amtrak Grants (authorized by FAST Act)	$1,941,000,000	$1,941,000,000	$2,000,000,000	**$2,040,000,000**
Northeast Corridor	*$650,000,000*	*$650,000,000*	*$700,000,000*	*$714,000,000*
National Network	*$1,291,600,000*	*$1,291,600,000*	*$1,300,000,000*	*$1,326,000,000*
Corridor Development Program (new)	—	—	—	$300,000,000
TOTAL	**$1,941,600,000**	**$1,941,600,000**	**$2,000,000,000**	**$2,340,000,000**

FY 2021 Grant Request – Appropriations Accounts

Northeast Corridor	National Network
$714,000,000	$1,326,000,000

NORTHEAST CORRIDOR GRANTS TO THE NATIONAL RAILROAD PASSENGER CORPORATION

To enable the Secretary of Transportation to make grants to the National Railroad Passenger Corporation for activities associated with the Northeast Corridor as authorized by section 11101(a) of the Fixing America's Surface Transportation Act (division A of Public Law 114–94), $714,000,000, to remain available until expended: *Provided*, That the Secretary may retain an amount of the funds provided under both this heading and the "National Network Grants to the National Railroad Passenger Corporation" heading to fund the costs of project management and oversight of activities authorized by section 11101(c) of division A of Public Law 114–94: *Provided further*, That in addition to the project management oversight funds authorized under section 11101(c) of division A of Public Law 114–94, the Secretary may retain an additional amount of the funds provided under this heading to fund expenses associated with the Northeast Corridor Commission established under section 24905 of title 49, United States Code: *Provided further*, That of the amounts made available under this heading and the "National Network Grants to the National Railroad Passenger Corporation" heading, not less than $50,000,000 shall be made available to bring Amtrak-served facilities and stations into compliance with the Americans with Disabilities Act.

NATIONAL NETWORK GRANTS TO THE NATIONAL RAILROAD PASSENGER CORPORATION

To enable the Secretary of Transportation to make grants to the National Railroad Passenger Corporation for activities associated with the National Network as authorized by section 11101(b) of the Fixing America's Surface Transportation Act (division A of Public Law 114–94), $1,326,000,000, to remain available until expended: *Provided*, That the Secretary may retain an amount of the funds provided under this heading to fund expenses associated with the State-Supported Route Committee established under section 24712 of title 49, United States Code.

Corridor Development Program
$300,000,000

CORRIDOR DEVELOPMENT PROGRAM GRANTS TO THE
NATIONAL RAILROAD PASSENGER CORPORATION

To enable the Secretary of Transportation to make grants to the National Railroad Passenger Corporation to implement the Corridor Development Program, $300,000,000, to remain available until expended.

FY 2021 Grant Request – Asset Lines

The below table illustrates how Amtrak's $2.040 billion grant request is distributed among the five asset categories that Amtrak uses in its Five-Year Asset Line Plans. A more detailed breakdown of each asset category is provided in Tabs II and III of this document, which shows key projects and programs for both the NEC and National Network. The below table also demonstrates how Amtrak's grant is only part of Amtrak's overall financial plan for the fiscal year, which also includes revenue (ticket revenue and commercial revenue) and other sources (PRIIA Section 212 and 209 payments, anticipated discretionary grants). For a more detailed breakdown of these figures, please see the Comprehensive Funding Table in the Appendix.

Table 2

	Requested Grant Amounts	Revenue & Other Sources	Total
Infrastructure	$774,596,210	$1,320,618,037	$2,095,214,247
Northeast Corridor	*$419,899,890*	*$1,204,707,652*	*$1,624,607,542*
National Network	*$354,696,320*	*$115,910,384*	*$470,606,704*
Equipment	$792,038,240	$1,413,943,042	$2,205,981,282
Northeast Corridor	*$214,949,633*	*$981,994,405*	*$1,196,944,038*
National Network	*$577,088,607*	*$431,948,637*	*$1,009,037,244*
Stations	$275,077,721	$424,884,100	$699,961,821
Northeast Corridor	*$70,580,477*	*$280,818,418*	*$351,398,895*
National Network	*$204,497,244*	*$144,065,682*	*$348,562,926*
Transportation	$176,087,828	$1,244,829,065	$1,420,916,893
Northeast Corridor	*$0*	*$413,923,167*	*$413,923,167*
National Network	*$176,087,828*	*$830,905,898*	*$1,006,993,726*
National Assets & Corporate Services	$0	$925,561,460	$925,561,460
Northeast Corridor	*$0*	*$460,485,586*	*$460,485,586*
National Network	*$0*	*$465,075,874*	*$465,075,874*
Takedowns	$22,200,000	$0	$22,200,000
Northeast Corridor	*$8,570,000*	*$0*	*$8,570,000*
National Network	*$13,630,000*	*$0*	*$13,630,000*
Total	$2,040,000,000	$5,329,835,703	$7,369,835,703
Northeast Corridor	*$714,000,000*	*$3,341,929,228*	*$4,055,929,228*
National Network	*$1,326,000,000*	*$1,987,906,475*	*$3,313,906,475*

Improved Customer Service, Reduced Loss

Amtrak believes that improving our current services and expanding our reach to serve additional communities is vitally important to the future of the United States. In the face of population growth, increasing urbanization, expanding highway and air congestion, and a coming environmental crisis, enhanced and expanded Amtrak and intercity passenger rail service can make a meaningful contribution to improving mobility and sustainability in many areas of the nation. At the same time, Amtrak's existing services provide meaningful connectivity for those struggling communities in our nation that face economic challenges and the loss of population and other transportation options. In order to support communities of all types across the nation, Amtrak must be an efficient, scalable, and capable company – a trusted and competent instrument of national rail policy that can effectively partner with States, railroad owners, commuter carriers, the private sector, and governments of all sizes to increase the nation's use of modern intercity passenger rail.

Congress has been clear that a core goal of the company is to operate with a commercial mindset, with the twin tasks of improving service while also reducing our federal operating subsidies. At Amtrak, we summarize this challenge into a single, simple question "How do we grow rail trips with the lowest amount of public investment per trip?" To do so, we must offer competitive, relevant, and efficient services and run the company well.[1] In FY 2019, we have done an exceptional job at this, delivering the best operating performance in company history with new records in ridership, revenue and financial performance.

Since we began operations in 1971, Amtrak has seen how the services and mobility we provide can support and transform communities. Our service in dense urban corridors, such as in the Northeast, in the Midwest, and across California, has been a catalyst for development and an important alternative to congestion and we see many new opportunities to build on this model as our nation grows. Likewise, at our smaller stations found throughout our 46 state network, we provide a vital alternative and connection to places where harsh winters can make driving a challenge, to communities where airlines and bus companies have reduced service, and for people who do not wish to drive or fly or are unable to do so. Today many such locations are only served once a day, often by late trains in the middle of the night. We continue to seek collaboration and support from Congress to build the necessary partnerships and policies to help us serve such communities better through improved train performance, new and more passenger equipment, and increased frequencies and city-pair connections, where demand warrants. Across

[1] Congress set forth Amtrak's mission in detail in 49 U.S.C. § 24101, https://www.govinfo.gov/content/pkg/USCODE-2015-title49/html/USCODE-2015-title49-subtitleV-partC-chap241-sec24101.htm

the continental United States, Amtrak serves more locations than are served by scheduled commercial airlines combined, demonstrating our importance as a link to the nation for many. A stronger, more efficient, nimble Amtrak will ensure we are positioned to provide improved service to the communities we serve today and the ones we hope to serve in the future. Better service increases the value each community gains from their service today and in the years to come.

Amtrak's growing ridership and revenue demonstrate we are offering meaningful and valued products in the transportation marketplace and our improved financial performance proves this can be done while controlling costs and improving productivity. Since FY 2015, we have reduced our operating loss by approximately $275 million (See Table 2). Nearly two thirds of this reduction are due to increased revenue generated by Amtrak and the remaining third is from improved operational efficiencies and cost reductions.

Table 3

($ in millions)	**FY 2015**	**FY 2019**	**FY 2019 vs. FY 2015**	
			Change $	**Change %**
Total Revenue	$3,140.1	$3,322.9	$182.8	5.8%
Total Expense	$3,445.8	$3,352.3	($93.5)	(2.7%)
Adjusted Operating Loss	($305.7)	($29.4)	$276.3	90.3%

Some of our increased revenues reflect overall market growth, which speaks to the strong fundamental demand we see across America for intercity passenger rail travel. To take full advantage of this demand, we have rolled out a range of changes and refinements to our services and products. Some of these are straightforward, such as price increases in markets where we assess demand will support higher fares. We also are using more refined revenue management practices to optimize our pricing and maximize the value of our inventory by approximately $35 million annually. We have targeted growth in *Northeast Regional* Business Class and *Acela* First Class through expanded price points with advance purchase requirements. These efforts have included a pilot program designed to encourage upgrades and the introduction of assigned seating in *Acela* First Class, both launched in FY 2018. Estimated annual Business and First Class revenue growth is $12 million. In January 2020, Amtrak also introduced assigned seating for our *Northeast Regional* Business Class service, too. We have also introduced a new leisure travel pricing strategy, in which standing discounts were replaced by expanded SAVER fares, robust flash sales every two to three weeks, and the rollout of Share Fares, which offer discounts to small groups traveling together. The total combined annual revenue for SAVER and flash sales is $192 million, of which we estimate one third is incremental. Finally, to support these pricing strategies, we increased the tariff penalties for unused inventory through increased cancelation fees and expanded revenue forfeits due to no-show tickets. The annual revenue from these fees is $4 million.

In California, Massachusetts, and Virginia we have worked with our state partners to bring about service expansions through increased frequencies and route extensions. While these increases naturally vary among our routes, we can see that in many cases the additional revenue driven by fare increases is accompanied by even larger increases that reflect underlying ridership growth. To ensure we are serving our passengers' needs to the best of our ability, we have also engaged in numerous capacity modifications so that our schedules, subject as they are to numerous operational limitations, still manage to dovetail as closely as possible with market demand. In the NEC, exam ples of this include the restoration of *Northeast Regional* Train 127, new weekend *Acela* service, the new *Acela* Nonstop service, and other upcoming *Acela* and *Northeast Regional* schedule changes aimed at meeting customer demand. Combined these changes deliver an additional $10 million in annual revenues. On the *Auto Train*, optimizations to the coach, sleeper, and vehicle mix, combined with revised pricing strategies designed to boost load factors are expected to contribute an additional $3 to $5 million to our annual revenues, a roughly five percent increase to what was already the largest revenue generating train within the long distance business line. Another focus for the long distance trains is to encourage incremental new passenger volume on off-peak segments through marketing and pricing refinements. These initiatives reflect our determination to deploy our existing resources in the most productive manner possible.

Just as we have worked to increase our revenue, we have also taken a detailed look at ways in which we could reduce our expenses. Examples include over $40 million in savings through renegotiated labor agreements, a $37 million reduction in non-agreement salaries following a reduction of over 400 positions, and another $10 million in savings through medical and prescription benefit plan changes. Sometimes our policy changes alter longstanding business practices, and when that is the case, we are committed to working with our partners and stakeholders to make sure we are moving in the right direction while minimizing disruptions. Nonetheless, the goal of delivering improved and expanded service is too important to allow an unquestioned *status quo* to continue when honest reappraisals can result in safer, expanded service that will reach more Americans.

To make intercity passenger rail service available to the largest possible number of people, Amtrak knows that a critical responsibility we bear is to ensure the services we offer are as affordable as possible to our state partners, consistent with the highest standards of safety. We regret Indiana's recent decision to cease funding to the *Hoosier State*, and we know that every state faces competing demands for funding. The efforts listed previously to increase our revenues and decrease our expenses have resulted in improved financial performance, part of which we share with the states. We are deeply convinced that intercity passenger rail is a competitive option for communities and states across the country facing transportation decisions, and to ensure our case is as compelling as possible, we will continue our focus on affordability.

Not only is this outcome consistent with Congress's goals for Amtrak, our improved operating performance has allowed Amtrak to self-generate significant amounts of capital for reinvestment into our network, helping to, for the first time in the company's history, create investment amounts nearing the levels necessary to begin to address decades of insufficient federal funding for our mode. As recently as the mid-2000s, nearly half of the funding Congress provided to Amtrak was used to cover operating losses rather than for investments in infrastructure and equipment to maintain and improve service. Our aged assets, such as infrastructure, fleet, and equipment, are badly in need of investment and reducing our operating loss so that we can use more of our federal grant funds and ticket revenues for capital investment is critical to creating a sustainable path to reversing the 40-year trend of under investment in Amtrak.

Today, we are on track to achieve operational breakeven in FY 2020 and with the additional support we are seeking from Congress in FY 2021, we can continue our progress through the years ahead. With this type of performance and proof of stewardship, we hope to earn your continued support and prove that we are capable of leading a passenger rail renaissance in the United States.

Even with this success to date, we know that Amtrak can do much more for America. The people who ride our trains – and more importantly the people who do not ride them yet – base their decisions on whether to travel with us on how our price, travel time, convenience, service quality, and frequency of service compare to driving or flying. These are the dimensions of service we must improve, as far too many communities in our country lack the quality and quantity of rail service that can make Amtrak a real alternative to other intercity modes of travel.

With your support, we can modernize and expand intercity passenger rail service and create a national passenger rail system that your constituents deserve – one that serves a growing number of travelers in a safe and efficient manner.

1	Cascades	14	*Lake Shore Limited*
2	*Coast Starlight*	15	*Capitol Limited*
3	*Capitol Corridor, San Joaquin*	16	*Cardinal*
4	*Pacific Surfliner*	17	*Crescent*
5	*Empire Builder*	18	*Maple Leaf*
6	*California Zephyr*	19	*Adirondack, Empire, Ethan Allen*
7	*Southwest Chief*	20	*Keystone, Pennsylvanian*
8	*Sunset Limited*	21	*Springfield Shuttle, Valley Flyer, Vermonter*
9	*Blue Water, Carl Sandburg, Hiawatha, Illini, Illinois Zephyr, Lincoln, Pere Marquette, Saluki, Wolverine*	22	*Downeaster*
10	*Missouri River Runner*	23	Northeast Corridor (e.g., *Acela, Northeast Regional*)
11	*Heartland Flyer*	24	*Carolinian, Piedmont, Virginia*
12	*Texas Eagle*	25	*Auto Train, Palmetto*
13	*City of New Orleans*	26	*Silver Meteor, Silver Star*

Amtrak Service in 2020

Amtrak's Response to President's Budget

The Administration's FY 2021 budget proposes $936 million for Grants to Amtrak, a $1.064 billion (53%) reduction below the FY 2020 enacted level of $2.0 billion. In addition, the Administration proposes $550 million towards National Network Transformation Grants for Amtrak and the states to begin a process to restructure the long distance network. The proposed reduction of funding below current levels would have significant negative impacts on vital capital projects and initiatives across Amtrak's network and put at jeopardy the Corporation's continued strong financial and operating performance.

Amtrak does, however, appreciate the Administration's focus on expanding intercity passenger rail service to today's many underserved cities and corridors across the nation. We believe that a restructuring of the National Network, with the right level of dedicated and enhanced federal funding, could improve the services we deliver while improving our ability to sustainably maintain the operation of appropriate long distance routes. We look forward to working with the Administration, Congress, our state partners, and other stakeholders to consider these proposals in more depth.

II. Northeast Corridor

Overview of the Northeast Corridor

The 457-mile Northeast Corridor (NEC) main line connects the Northeast's five major metropolitan areas – Boston, New York, Philadelphia, Baltimore, and Washington, D.C. – which rely on *Acela* and *Northeast Regional* services for a significant and growing share of business and leisure passenger travel and on NEC infrastructure for the daily commuting needs of their workforces. Amtrak owns and manages the NEC right-of-way between Washington, D.C. and New Rochelle, NY and from New Haven, CT to the Rhode Island-Massachusetts state border. The New York Metropolitan Transportation Authority and Connecticut Department of Transportation own the New Haven Line between New Rochelle and New Haven, which is operated and controlled by Metro-North Railroad. The MBTA owns the NEC right-of-way from the Rhode Island-Massachusetts state line to Boston South Station: it is operated and maintained by Amtrak.

The branch lines are part of the NEC in several contexts, including being subject to capital planning and cost allocation provisions of Section 11306 of the FAST Act and Section 212 of PRIIA, codified at 49 U.S.C. § 24904 and § 24905. Some statutory and other definitions of the NEC also include the New York, NY-Albany, NY line (Hudson Line) and the line between Washington, D.C. and Richmond, VA.

Approximately 820,000 weekday trips are made on the NEC—either on Amtrak or one of the NEC's eight commuter railroads. More than 2,100 passenger trains and 60 freight trains operate on some portion of the NEC every day.

Infrastructure (NEC)

Revenue and Other Sources	**$1,204,707,652**
Federal Grant Request	**$419,899,890**
Total	**$1,624,607,542**

The NEC Infrastructure asset line comprises the core infrastructure used to support train operations. This includes track, communications, signals, electric traction, bridges and buildings, and maintenance of way and other related equipment assets. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. For more detail on Infrastructure, please see Amtrak's Five-Year Infrastructure Asset Line Plan.[2]

NEC Infrastructure Investments	Revenue & Other Sources	Federal Grant Request	Total
Constant Tension Upgrade; CP Clark to Ham Interlocking	$36,594,710	$16,699,618	$53,294,328
NEC Undercutting Program	$29,897,489	$13,643,410	$43,540,899
NEC Concrete Tie Replacements	$15,774,822	$10,516,548	$26,291,370
Royalton Transmission Line Replacement	$17,820,318	$8,132,118	$25,952,436
East River Tunnels Rehabilitation	$17,821,573	$8,132,691	$25,954,264
New England Infrastructure Renewal Program (Track, Electric Traction, Communications & Signals)	$13,534,077	$9,022,718	$22,556,795
Connecticut River Bridge Replacement	$10,635,139	$4,853,235	$15,488,374
Signal System Upgrades; New Brunswick to Elizabeth, NJ	$6,764,495	$3,086,907	$9,851,402
Hudson Tunnel Project Construction	$70,531,662	$32,186,394	$102,718,056
Portal North Bridge Project Construction	$25,363,713	$11,574,468	$36,938,181
Hudson River Tunnel Property Acquisition	$325,870,315	$148,707,547	$474,577,862
Fitter Interlocking Construction; Clinton, CT	$12,476,674	$5,693,601	$18,170,275
B&P Tunnel Replacement – Design	$17,439,941	$7,958,536	$25,398,477
Replacement Transmission Towers (NY-Phila Main Line)	$9,023,102	$4,117,599	$13,140,702
Hanson Interlocking Construction; Landover, MD	$9,485,451	$4,328,588	$13,814,039
Track Infrastructure Renewal; Penn Station, NY	$9,647,301	$4,402,446	$14,049,747
East River Tunnel Track Replacement	$8,477,568	$3,868,651	$12,346,219
Bridge Capacity Concept Design Upgrade; NJ Transit Underpass	$8,476,820	$3,868,309	$12,345,129
Davis Interlocking Construction; Newark DE	$6,836,922	$3,119,959	$9,956,881
Veltri Interlocking Construction; Mystic, CT	$5,695,653	$2,599,152	$8,294,805
All Other Infrastructure	$261,979,969	$113,387,395	$375,367,364
Total Capital Investment	**$920,147,716**	**$419,899,890**	**$1,340,047,606**
Total Debt Payments	**$19,239,661**	**$0**	**$19,239,661**
Total Operating Expenses	**$265,320,275**	**$0**	**$265,320,275**
Total NEC Infrastructure Expense	**$1,204,707,652**	**$419,899,890**	**$1,624,607,542**

[2] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Infrastructure-Asset-Line-Plan-FY20-24.pdf

Equipment (NEC)

Revenue and Other Sources	**$981,994,405**
Federal Grant Request	**$214,949,633**
Total	**$1,196,944,038**

Equipment on the NEC includes the railroad's fleet of passenger locomotives, railcars, trainsets, maintenance of way rolling stock, and mechanical maintenance facilities. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. For more detail on Equipment, please see Amtrak's Five-Year Equipment Asset Line Plan.[3]

NEC Equipment Investments	Revenue & Other Sources	Federal Grant Request	Total
Non-Passenger Rolling Stock Acquisitions (Track Laying Machine)	$41,432,323	$17,261,432	$58,693,755
Amfleet I Passenger Coach Car Replacements	$0	$45,000,000	$45,000,000
Amfleet I Facility Modifications	$20,951,807	$8,728,890	$29,680,697
Amfleet I Overhauls (Coach & Café Cars)	$23,155,574	$9,647,018	$32,802,592
Acela Overhauls	$8,470,882	$3,529,118	$12,000,000
Electric Locomotive Overhauls	$7,431,812	$3,096,223	$10,528,035
Non-Passenger Rolling Stock Overhauls	$10,286,669	$4,285,607	$14,572,276
Non-Revenue GP38H-3 Locomotives	$8,219,756	$3,424,494	$11,644,250
Heavy Track Equipment Purchases	$7,109,371	$2,961,889	$10,071,260
Maintenance of Equipment Facility Improvements; New England Division	$5,302,149	$2,208,968	$7,511,117
Maintenance of Equipment Facility and Yard Improvements – Mid-Atlantic Division	$2,551,804	$1,063,126	$3,614,931
Replacement Transmission Towers (NY – Philadelphia Main Line)	$2,373,158	$988,699	$3,361,857
Catenary Car Acquisitions – Electric Traction Maintenance	$2,111,334	$879,619	$2,990,952
All Other Equipment	$434,150,584	$111,874,550	$546,025,134
Total Capital Investments	**$573,547,223**	**$214,949,633**	**$788,496,857**
Total Debt Payments	**$126,015,658**	**$0**	**$126,015,658**
Total Operating Expense	**$282,431,523**	**$0**	**$282,431,523**
Total NEC Equipment Expense	**$981,994,405**	**$214,949,633**	**$1,196,944,038**

[3] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Equipment-Asset-Line-Plan-FY20-24.pdf

Stations (NEC)

Revenue and Other Sources	**$280,818,418**
Federal Grant Request	**$70,580,477**
Total	**$351,398,895**

The Stations Asset Line includes all Amtrak-controlled passenger rail stations and elements of other stations for which Amtrak has legal responsibility or intends to make capital investments. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. For more detail on Stations, please see Amtrak's Five-Year Station Asset Line Plan.[4]

NEC Stations Investments	Revenue & Other Sources	Federal Grant Request	Total
Philadelphia Gray 30th Street Station Façade Restoration	$10,495,385	$3,823,505	$14,318,890
New Carrollton, Maryland Station State of Good Repair Improvements	$10,578,701	$3,853,858	$14,432,559
ADA Station Compliance	$32,652,667	$11,895,479	$44,548,146
Washington D.C.; Union Station Track 22 Platform Improvements	$10,780,391	$3,927,334	$14,707,724
Penn Station, New York Master Plan	$25,694,325	$9,360,531	$35,054,856
Baltimore Station Master Development	$11,702,843	$4,263,386	$15,966,229
Moynihan Station; West End Concourse Expansion	$10,072,647	$3,669,500	$13,742,147
Washington Union Terminal Phase 1 Master Plan Improvements	$5,605,928	$2,042,259	$7,648,186
Wilmington, DE; Elevators & Escalator Replacement	$2,129,238	$775,689	$2,904,927
Providence, RI; Elevators & Escalators Replacement	$1,371,396	$499,604	$1,871,000
All Other Stations	$72,657,371	$26,469,332	$99,126,702
Total Capital Investments	**$193,740,890**	**$70,580,477**	**$264,321,367**
Total Debt Payments	**$14,025,908**	$0	**$14,025,908**
Total Operating Expense	**$73,051,620**	$0	**$73,051,620**
Total NEC Stations Expense	**$280,818,418**	**$70,580,477**	**$351,398,895**

[4] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Stations-Asset-Line-Plan-FY20-24.pdf

Transportation (NEC)

Revenue and Other Sources	**$413,923,167**
Federal Grant Request	**$0**
Total	**$413,923,167**

The Transportation Asset Line covers the operations workforce that delivers Amtrak's services, with a focus on safety, customer service, and productivity. Operations works with the Commercial & Marketing, Corporate Planning, and Safety teams to ensure strategies and initiatives are implemented to achieve the best results. Daily production of Amtrak's services and the implementation of various improvement initiatives are led by the operating divisions and supported by the Operations Research and Continuous Improvement teams. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. For more detail on Transportation, please see Amtrak's Five-Year Transportation Asset Line Plan.[5]

NEC Transportation Investments	Revenue & Other Sources	Federal Grant Request	Total
Train Operations Technology Improvements	$11,054,626	$0	$11,054,626
Engineering Vehicle Acquisitions	$3,769,934	$0	$3,769,934
Control Center CETC Consolidation	$2,990,369	$0	$2,990,369
All Other Transportation	$24,762,983	$0	$24,762,983
Total Capital Investments	**$42,577,912**	$0	**$42,577,912**
Total Operating Expenses	**$371,345,255**	$0	**$371,345,255**
Total NEC Transportation Expense	**$413,923,167**	$0	**$413,923,167**

[5] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Transportation-Asset-Line-Plan-FY20-24.pdf

National Assets & Corporate Services (NEC)

Revenue and Other Sources	**$460,485,586**
Federal Grant Request	**$0**
Total	**$460,485,586**

The National Assets and Corporate Services (NACS) Asset Line Plan covers a range of shared functions that impact all Service Lines and the company's general operations. The NACS Asset Line is defined as consisting of National Assets – the company's core systems that are shared among Amtrak services, including reservations systems, security and training centers, and other assets associated with Amtrak's entire network – and Corporate Services – the company-wide functions, such as, legal, finance, government affairs, human resources, information technology, etc. that support general operations. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. For more detail on National Assets and Corporate Services, please see Amtrak's Five-Year National Assets and Corporate Services Asset Line Plan.[6]

NEC NACS Investments	Revenue & Other Sources	Federal Grant Request	Total
IT Technology	$11,436,367	$0	$11,436,367
Safety Technology	$2,287,273	$0	$2,287,273
Customer Technology (e.g., Self Service Kiosk, F&B Point of Sale, Omni Channel Platform, Customer Data Hub)	$18,298,187	$0	$18,298,187
Employee Technology	$12,008,185	$0	$12,008,185
DHS Operational Packages Program	$1,975,921	$0	$1,975,921
All Other NACS	$12,202,199	$0	$12,202,199
Total Capital Investments	**$58,208,132**	**$0**	**$58,208,132**
Total Operating Expenses	**$402,277,454**	**$0**	**$402,277,454**
Total NEC NACS	**$460,485,586**	**$0**	**$460,485,586**

[6] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-National-Assets-and-Corporate-Services-Asset-Line-Plan-FY20-24.pdf

III. National Network

Overview of the National Network

The Amtrak National Network consists of two sets of products – long distance trains and state supported trains. The 2008 Passenger Rail Investment and Improvement Act (PRIIA) established these definitions to clarify and standardize how Amtrak handled its relationships with various route sponsors, for the most part states. In this framework, train routes that cover more than 750 miles are considered long distance trains, and routes of 750 miles or less operate as state supported trains. Today, Amtrak operates 15 long distance routes and 28 state supported routes, on behalf of 20 partners including 17 states. These routes are listed in the Appendix.

The long distance routes range in length from 780 miles (*Capitol Limited*) to 2,728 miles (*Texas Eagle*). In FY 2019, long distance trains served 4.6 million customers, or 14% of Amtrak's annual ridership. They generated $494.6 million in ticket revenue, which is 21% of yearly total ticket revenue.

PRIIA Section 209 directed Amtrak and its state partners to develop jointly a single, nationwide, and standardized cost sharing methodology to charge states for State Supported intercity passenger rail service. Continued operation of State Supported routes is subject to annual operating agreements and state legislative appropriations according to Section 209. In FY 2019, these trains carried 15.4 million customers, which represents 47% of Amtrak's annual ridership. They earned $538.1 million in ticket revenue, or 23% of the yearly total.

Amtrak's state supported routes, in blue, and long distance routes, in gray

Infrastructure (NN)

Revenue and Other Sources	**$115,910,384**
Federal Grant Request	**$354,696,320**
Total	**$470,606,704**

The National Network Infrastructure asset line is made up of the core infrastructure used to support train operations. This includes track, communications, signals, electric traction, bridges and buildings, and maintenance of way and other related equipment assets. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The Long Distance and State Supported share of capital spend shown below incorporates an allocated portion of National Network infrastructure and ancillary capital. For more detail on Infrastructure, please see Amtrak's Five-Year Infrastructure Asset Line Plan.[7]

National Network Infrastructure Investments	Revenue & Other Sources	Federal Grant Request	Total
Virginia Infrastructure Expansion Amtrak Contribution	$19,162,282	$80,837,718	$100,000,000
Long Distance Share	*$19,162,282*	*$80,837,718*	*$100,000,000*
State Supported Share	*$0*	*$0*	*$0*
Zoo to Paoli Catenary Structure Upgrade	$5,707,486	$24,077,514	$29,785,000
Long Distance Share	*$0*	*$0*	*$0*
State Supported Share	*$5,707,486*	*$24,077,514*	*$29,785,000*
Empire Corridor PTC Installation	$16,205,947	$0	$16,205,947
Long Distance Share	*$0*	*$0*	*$0*
State Supported Share	*$16,205,947*	*$0*	*$16,205,947*
Empire Line Lighting Upgrade Project	$2,584,795	$10,904,177	$13,488,972
Long Distance Share	*$276,451*	*$1,166,232*	*$1,442,683*
State Supported Share	*$2,308,344*	*$9,737,945*	*$12,046,289*
Amtrak System Track Rehabilitation	$1,533,388	$6,468,726	$8,002,114
Long Distance Share	*$887,495*	*$3,743,975*	*$4,631,471*
State Supported Share	*$645,892*	*$2,724,751*	*$3,370,643*
Amtrak System Turnout Renewal	$1,433,892	$6,048,997	$7,482,889
Long Distance Share	*$829,909*	*$3,501,044*	*$4,330,953*
State Supported Share	*$603,983*	*$2,547,953*	*$3,151,936*
Signals Program – Central Division	$1,335,994	$5,636,006	$6,972,000
Long Distance Share	*$533,103*	*$2,248,939*	*$2,782,042*
State Supported Share	*$802,892*	*$3,387,066*	*$4,189,958*
Track Program – Central Division	$1,314,724	$5,546,276	$6,861,000
Long Distance Share	*$524,615*	*$2,213,134*	*$2,737,750*
State Supported Share	*$790,109*	*$3,333,142*	*$4,123,250*
Southwest Chief Track Improvements	$0	$4,852,708	$4,852,708
Long Distance Share	*$0*	*$4,852,708*	*$4,852,708*
State Supported Share	*$0*	*$0*	*$0*
All Other Infrastructure	$21,655,078	$154,867,250	$176,522,329
Long Distance Share	*$8,373,563*	*$113,603,366*	*$121,976,929*
State Supported Share	*$13,281,515*	*$41,263,884*	*$54,545,400*
Total Capital	**$70,933,586**	**$299,239,372**	**$370,172,959**
Total Debt	**$4,191,674**	**$0**	**$4,191,674**
Total Operating	**$40,785,124**	**$55,456,948**	**$96,242,072**
Total Infrastructure	**$115,910,384**	**$354,696,320**	**$470,606,704**

[7] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Infrastructure-Asset-Line-Plan-FY20-24.pdf

Equipment (NN)

Revenue and Other Sources	**$431,948,637**
Federal Grant Request	**$577,088,607**
Total	**$1,009,037,244**

Equipment on the National Network is made up of the railroad's fleet of passenger locomotives, railcars, trainsets, maintenance of way rolling stock, and mechanical maintenance facilities. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The Long Distance and State Supported share of capital spend shown below incorporates an allocated portion of National Network infrastructure and ancillary capital. For more detail on Equipment, please see Amtrak's Five-Year Equipment Asset Line Plan.[8]

National Network Equipment Investments	Revenue & Other Sources	Federal Grant Request	Total
Amfleet Overhauls	$31,384,515	$21,051,002	$52,435,517
Long Distance Share	*$7,093,796*	*$10,640,694*	*$17,734,490*
State Supported Share	*$24,290,719*	*$10,410,308*	*$34,701,027*
Bi-Level Overhauls	$27,566,304	$39,283,334	$66,849,638
Long Distance Share	*$25,637,923*	*$38,456,884*	*$64,094,807*
State Supported Share	*$1,928,382*	*$826,449*	*$2,754,831*
Locomotive Overhauls	$4,374,503	$3,869,404	$8,243,907
Long Distance Share	*$1,861,643*	*$2,792,465*	*$4,654,108*
State Supported Share	*$2,512,860*	*$1,076,940*	*$3,589,799*
Amfleet I Fleet Replacement	$0	$55,000,000	$55,000,000
Long Distance Share	*$0*	*$3,000,000*	*$3,000,000*
State Supported Share	*$0*	*$52,000,000*	*$52,000,000*
Diesel Locomotive Acquisition	$0	$106,189,112	$106,189,112
Long Distance Share	*$0*	*$106,189,112*	*$106,189,112*
State Supported Share	*$0*	*$0*	*$0*
Engineering Major Equipment Purchase	$17,639,287	$14,896,879	$32,536,166
Long Distance Share	*$6,848,038*	*$10,272,058*	*$17,120,096*
State Supported Share	*$10,791,249*	*$4,624,821*	*$15,416,070*
Amfleet I Facility Modifications	$0	$21,841,803	$21,841,803
Long Distance Share	*$0*	*$1,092,090*	*$1,092,090*
State Supported Share	*$0*	*$20,749,713*	*$20,749,713*
West Facilities Modifications Program	$3,938,800	$5,908,200	$9,847,000
Long Distance Share	*$3,938,800*	*$5,908,200*	*$9,847,000*
State Supported Share	*$0*	*$0*	*$0*
Central Facilities Modifications Program	$4,698,615	$3,398,385	$8,097,000
Long Distance Share	*$1,292,381*	*$1,938,571*	*$3,230,952*
State Supported Share	*$3,406,234*	*$1,459,815*	*$4,866,048*
Superliner I Coaches – ADA Compliant Restrooms	$2,038,880	$2,741,120	$4,780,000
Long Distance Share	*$1,742,827*	*$2,614,240*	*$4,357,067*
State Supported Share	*$296,053*	*$126,880*	*$422,933*
All Other Equipment	$91,237,660	$79,311,410	$170,549,070
Long Distance Share	*$44,110,896*	*$75,273,453*	*$119,384,349*
State Supported Share	*$47,126,765*	*$4,037,956*	*$51,164,721*
Total Capital	**$182,878,564**	**$353,490,649**	**$536,369,213**
Total Debt	**$45,122,135**	**$0**	**$45,122,135**
Total Operating	**$203,947,938**	**$223,597,958**	**$427,545,896**
Total Equipment	**$431,948,637**	**$577,088,607**	**$1,009,037,244**

[8] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Equipment-Asset-Line-Plan-FY20-24.pdf

Stations (NN)

Revenue and Other Sources	**$144,065,682**
Federal Grant Request	**$204,497,244**
Total	**$348,562,926**

The Stations Asset Line includes all Amtrak-controlled passenger rail stations and elements of other stations for which Amtrak has legal responsibility or intends to make capital investments. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The Long Distance and State Supported share of capital spend shown below incorporates an allocated portion of National Network infrastructure and ancillary capital. For more detail on Stations, please see Amtrak's Five-Year Station Asset Line Plan.[9]

National Network Stations Investments	Revenue & Other Sources	Federal Grant Request	Total
Chicago Union Station State of Good Repair	$3,664,852	$6,585,148	$10,250,000
Long Distance Share	*$357,622*	*$3,218,602*	*$3,576,225*
State Supported Share	*$3,307,230*	*$3,366,545*	*$6,673,775*
ADA Station Compliance	$34,607,533	$35,864,321	$70,471,854
Long Distance Share	*$1,595,153*	*$14,356,373*	*$15,951,526*
State Supported Share	*$33,012,381*	*$21,507,947*	*$54,520,328*
Passenger Information Display Systems	$1,246,745	$2,240,200	$3,486,945
Long Distance Share	*$80,748*	*$726,729*	*$807,477*
State Supported Share	*$1,165,998*	*$1,513,471*	*$2,679,468*
Burlington Station Restoration & Roof Replacement	$2,753,109	$4,946,891	$7,700,000
Long Distance Share	*$2,753,109*	*$4,946,891*	*$7,700,000*
State Supported Share	*$0*	*$0*	*$0*
Ottumwa Station Restoration & Roof Replacement	$2,502,826	$4,497,174	$7,000,000
Long Distance Share	*$2,502,826*	*$4,497,174*	*$7,000,000*
State Supported Share	*$0*	*$0*	*$0*
Station Refresh Program – Central Division	$1,295,122	$2,327,126	$3,622,248
Long Distance Share	*$91,992*	*$827,928*	*$919,921*
State Supported Share	*$1,203,130*	*$1,499,197*	*$2,702,327*
Chicago Union Station Master Plan	$7,391,918	$13,282,082	$20,674,000
Long Distance Share	*$721,316*	*$6,491,842*	*$7,213,158*
State Supported Share	*$6,670,602*	*$6,790,240*	*$13,460,842*
Los Angeles Union Station Canopy Repair	$630,557	$1,133,009	$1,763,566
Long Distance Share	*$32,600*	*$293,402*	*$326,002*
State Supported Share	*$597,957*	*$839,607*	*$1,437,564*
Station Refresh Program – West Division	$732,970	$1,317,030	$2,050,000
Long Distance Share	*$544,132*	*$1,269,642*	*$1,813,774*
State Supported Share	*$188,838*	*$47,388*	*$236,226*
All Other Stations	$5,346,580	$35,926,764	$41,273,344
Long Distance Share	*$1,244,652*	*$15,900,645*	*$17,145,297*
State Supported Share	*$4,101,928*	*$20,026,119*	*$24,128,047*
Total Capital	**$60,172,214**	**$108,119,743**	**$168,291,957**
Total Operating	**$83,893,468**	**$96,377,501**	**$180,270,969**
Total Stations	**$144,065,682**	**$204,497,244**	**$348,562,926**

[9] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Stations-Asset-Line-Plan-FY20-24.pdf

Transportation (NN)

Revenue and Other Sources	**$830,905,898**
Federal Grant Request	**$176,087,828**
Total	**$1,006,993,726**

The Transportation Asset Line covers the operations workforce that delivers Amtrak's services, with a focus on safety, customer service, and productivity. Operations works with the Commercial & Marketing, Corporate Planning, and Safety teams to ensure strategies and initiatives are implemented to achieve the best results. Daily production of Amtrak's services and the implementation of various improvement initiatives are led by the operating divisions and supported by the Operations Research and Continuous Improvement teams. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The Long Distance and State Supported share of capital spend shown below incorporates an allocated portion of National Network infrastructure and ancillary capital. For more detail on Transportation, please see Amtrak's Five-Year Transportation Asset Line Plan.[10]

National Network Transportation Investments	Revenue & Other Sources	Federal Grant Request	Total
Train Operations Technology	$16,545,374	$0	$16,545,374
Long Distance Share	*$9,960,770*	*$0*	*$9,960,770*
State Supported Share	*$6,584,604*	*$0*	*$6,584,604*
Engineering Vehicle Acquisitions	$1,380,066	$0	$1,380,066
Long Distance Share	*$887,445*	*$0*	*$887,445*
State Supported Share	*$492,621*	*$0*	*$492,621*
Conestoga Substation Improvements	$1,681,500	$0	$1,681,500
Long Distance Share	*$0*	*$0*	*$0*
State Supported Share	*$1,681,500*	*$0*	*$1,681,500*
DriveCam Fleet Recorders	$1,417,787	$0	$1,417,787
Long Distance Share	*$854,374*	*$0*	*$854,374*
State Supported Share	$563,413	$0	$563,413
All Other Transportation	$15,528,475	$0	$15,528,475
Long Distance Share	*$7,764,237*	*$0*	*$7,764,237*
State Supported Share	*$7,764,237*	*$0*	*$7,764,237*
Total Capital	**$36,553,202**	**$0**	**$36,553,202**
Total Operating	**$794,352,696**	**$176,087,828**	**$970,440,525**
Total Transportation	**$830,905,898**	**$176,087,828**	**$1,006,993,726**

[10] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-Transportation-Asset-Line-Plan-FY20-24.pdf

National Assets & Corporate Services (NN)

Revenue and Other Sources	**$465,075,874**
Federal Grant Request	**$0**
Total	**$465,075,874**

The National Assets and Corporate Services (NACS) Asset Line Plan covers a range of shared functions that impact all Service Lines and the company's general operations. The NACS Asset Line is defined as consisting of National Assets – the company's core systems that are shared among Amtrak services, including reservations systems, security and training centers, and other assets associated with Amtrak's entire network – and Corporate Services – the company-wide functions, such as, legal, finance, government affairs, human resources, information technology, etc. that support general operations. The table below shows the planned FY 2021 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The Long Distance and State Supported share of capital spend shown below incorporates an allocated portion of National Network infrastructure and ancillary capital. For more detail on National Assets and Corporate Services, please see Amtrak's Five-Year National Assets and Corporate Services Asset Line Plan.[11]

National Network NACS Investments	Revenue & Other Sources	Federal Grant Request	Total
IT Technology	$12,563,633	$0	$12,563,633
Long Distance Share	*$7,537,750*	*$0*	*$7,537,750*
State Supported Share	*$5,025,883*	*$0*	*$5,025,883*
Safety Technology	$2,512,727	$0	$2,512,727
Long Distance Share	*$1,507,550*	*$0*	*$1,507,550*
State Supported Share	*$1,005,177*	*$0*	*$1,005,177*
Customer Technology (i.e., Self Service Kiosk, Food/Bev Point of Sale, Omni Channel Platform, Customer Data Hub)	$20,101,813	$0	$20,101,813
Long Distance Share	*$12,060,400*	*$0*	*$12,060,400*
State Supported Share	*$8,041,413*	*$0*	*$8,041,413*
Employee Technology	$13,191,815	$0	$13,191,815
Long Distance Share	*$7,914,637*	*$0*	*$7,914,637*
State Supported Share	*$5,277,178*	*$0*	*$5,277,178*
DHS Operational Packages	$2,759,579	$0	$2,759,579
Long Distance Share	*$1,634,810*	*$0*	*$1,634,810*
State Supported Share	*$1,124,769*	*$0*	*$1,124,769*
All Other NACS	$5,912,285	$0	$5,912,285
Long Distance Share	*$2,361,314*	*$0*	*$2,361,314*
State Supported Share	*$3,550,971*	*$0*	*$3,550,971*
Total Capital	**$57,041,852**	**$0**	**$57,041,852**
Total Operating	**$408,034,022**	**$0**	**$408,034,022**
Total NACS	**$465,075,874**	**$0**	**$465,075,874**

[11] https://www.amtrak.com/content/dam/projects/dotcom/english/public/documents/corporate/businessplanning/Amtrak-National-Assets-and-Corporate-Services-Asset-Line-Plan-FY20-24.pdf

IV. Corridor Development Program

Corridor Development Program

Revenue and Other Sources	$0
Federal Grant Request	$300,000,000
Total	$300,000,000

Amtrak's FY 2021 request to Congress proposes additional funding be made available through Amtrak's annual grant to help modernize and expand the national network. This new funding is intended to supplement the existing NEC and National Network Account funding authorized by the FAST Act and not to supplant their funding.

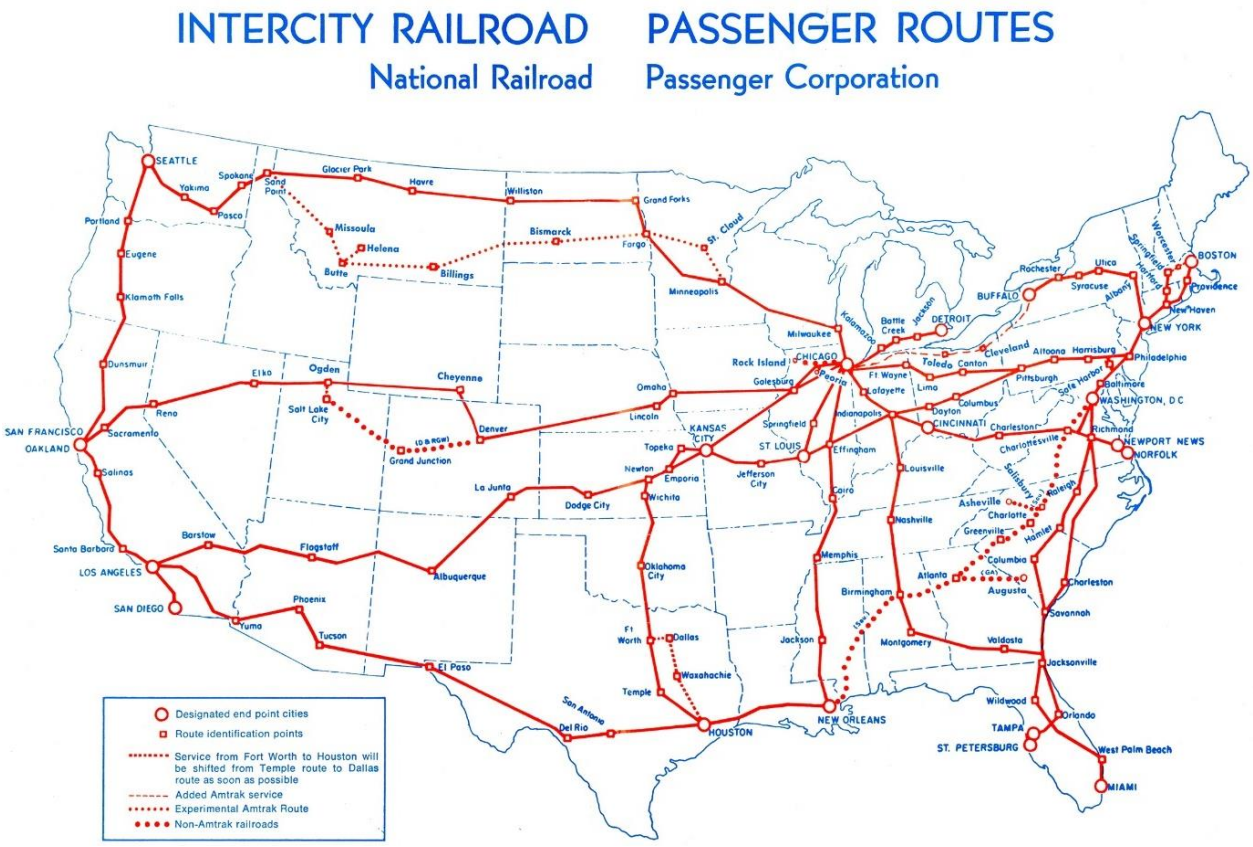
PROPOSED GRANT PROGRAM

Amtrak shall utilize funding from the amounts appropriated to this program to plan, develop, construct and operate reliable, multi-frequency, and trip-time competitive new or additional intercity service in high-potential corridors which connect major metropolitan areas with nearby cities, towns and other communities.

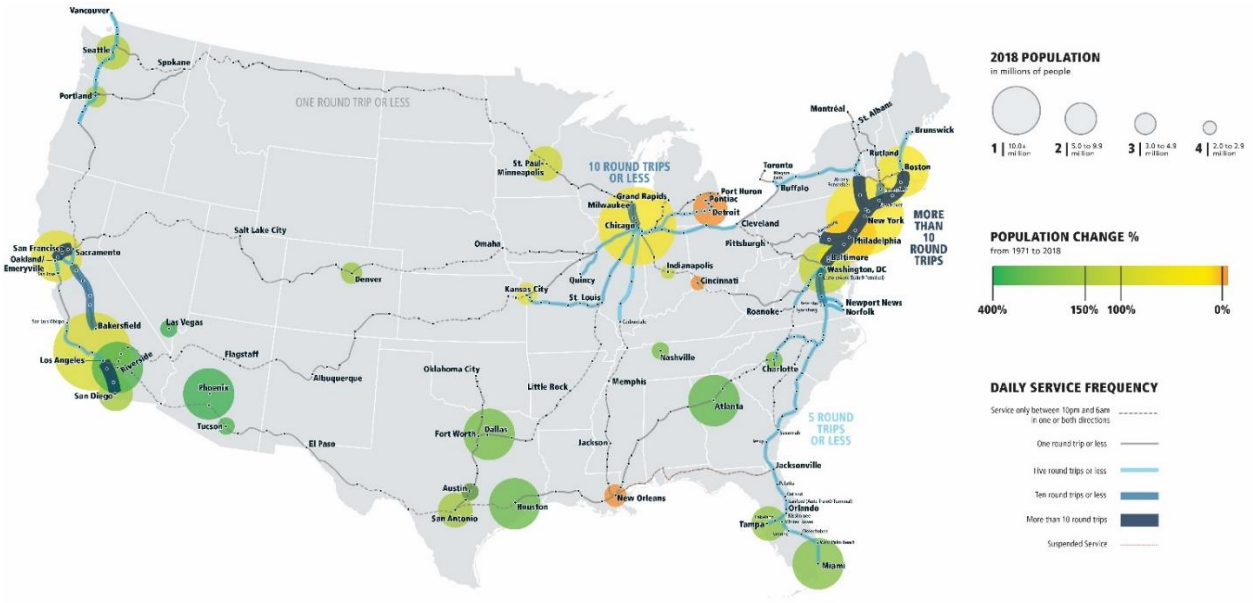
The existing network has been largely static over the fifty years since Amtrak's inception though the nation's population, demographics, and travel preferences have evolved. In keeping with Amtrak's statutory mission to provide efficient and effective intercity passenger rail mobility, expanding corridor service will increase and improve the service provided in fast-growing regions and corridors throughout the country that are underserved – or not served at all – by the current network. Expanding passenger rail service is a logical solution to the growing congestion on other modes, mitigating the transportation industry's impact on greenhouse gas emissions, and reflecting the public's changing travel preferences.

As Amtrak faces major investments in fleet, facilities, and infrastructure to support the next 50 years of service, this program, along with the host railroad reforms recommended in Section V, will ensure taxpayers are maximizing their investment in intercity rail transportation to support mobility, access, and opportunity for more people and more localities across the country rather than for today's network which has limited utility.

Within one year after the date of enactment of Amtrak's reauthorization, and using funds authorized and appropriated under this program, Amtrak shall, after consultation with the Department of Transportation (DOT), states, local municipalities, host railroads, and other stakeholders, develop and submit initial implementation plans to DOT and the House and Senate authorizing committees for high-potential corridors. Such plans shall contain proposed route, schedule and frequency information; estimates of ridership, revenue, and capital investment requirements;



Amtrak's 1971 route network

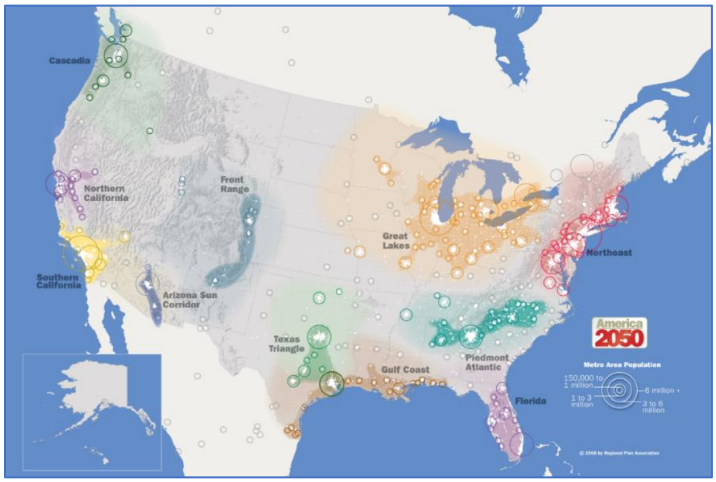


projected benefits to congestion, safety and the environment; descriptions of access and cooperation required from host railroads; facility needs; community and economic benefits; a schedule for development and service implementation; existing or anticipated state and local commitments towards capital and operating expenses; and other information required to develop and implement these corridors. Amtrak shall consider market conditions, stakeholder funding commitments, public subsidy per passenger, and host railroad cooperation when selecting routes.

Amtrak will use the funding authorized for this program and pursuant to agreements with the relevant states regarding their long-term commitments to supporting a service. Once a memorandum of agreement is in place between Amtrak and a state entity, Amtrak may pay up to 100% of the capital costs necessary to initiate new or additional services in high-potential corridors to encourage states and regions to grow passenger rail. As the nation's passenger rail provider, Amtrak takes a system-wide lens to these investments to ensure efficiencies in operations, procurement, and supporting services.

Amtrak and the States will share ongoing fully-allocated operating losses and capital costs based on the below Amtrak/State split over the first five years of operations, after which the service will become Section 209 service consistent with current law.

Table 4		
	Amtrak	**State**
Initial Capital Costs	Up to 100%	0%
Operating and Ongoing Capital		
Year 1	100%	0%
Year 2	100%	0%
Year 3	90%	10%
Year 4	80%	20%
Year 5	50%	50%



A visualization of the rise of megaregions

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V. Legislative Proposals and Other Federal Grants

Overview of Legislative Proposals and Other Federal Grants

In addition to appropriating Northeast Corridor and National Network grant funding of the kind requested above, Congress has also created and funded other grant programs that make monies available to Amtrak and its partners. Amtrak appreciates this ongoing support, which is crucial to the successful operation of – and necessary for expansion of – national train service. Historically, Congress has also played an important role in shaping Amtrak's responsibilities and authorities through new legislative language. In order to better complete its congressionally-directed mission and achieve congressionally-prescribed goals under 49 U.S.C. § 24101, Amtrak is requesting additional statutory changes and refinements, described below.

Other Federal Grants

Table 5				
			FY 2021	
	FY 2019 Enacted	FY 2020 Enacted	President's Budget	Amtrak Request
FRA Fed-State Partnership for SOGR	$400	$200	$0	$500
FRA CRISI	$255	$325	$330	$325
FRA Restoration & Enhancement Grants	$5	$2	$550*	$20
FTA Capital Investment Grants	$2,552	$1,978	$1,889	$2,900
OST BUILD/TIGER	$900	$1,000	$1,000	$1,000
* The Administration renamed this program as "National Network Transformation Grants" with a gradual decrease of funding through FY 2025 to shift long distance cost to the states. All numbers in millions of dollars.				

Consolidated Rail Infrastructure and Safety Improvements (CRISI)

As a significant federal safety funding initiative, CRISI grants should give preference to PTC or PTC-equivalent projects in order to complete PTC implementation. In order to finalize PTC implementation in a timely manner, major PTC projects should be funded within the funding cycle or be able to utilize the FRA issued Letter of Intent mechanism to employ multi-year federal funding commitments. Amend 49 U.S.C. § 22907 to require that no less than 50% of funds awarded in any grant cycle shall be provided to projects eligible under § 22907(c)(1) until such time as all rail lines over which regularly scheduled intercity passenger trains operate other than rail lines within passenger terminals as defined in FRA regulations, including rail lines in Canada over which Amtrak trains operate, have positive train control (PTC) or PTC equivalency. To ensure the larger, most impactful projects receive due consideration, amend the Project Selection Criteria in § 22907(e) by directing the Secretary to give preference to projects with total project costs of $10 million or more. In addition, adds a new letter of intent process similar to what is currently authorized under 49 U.S.C. § 24911(g).

Federal-State Partnership for State of Good Repair and Performance Improvement (FSPSOGR)

In order to reduce the backlog of major SOGR projects along the NEC, program preference and an NEC set aside should be given to joint Amtrak and State/Commuter Rail major state of good repair (SOGR) backlog sponsored projects. Amend 49 U.S.C. § 24911 to create two sub-authorizations for NEC Joint Benefit projects and National Network Partnership Projects, each with their own set of eligible recipients, projects, and processes. Clarify that preliminary and final design and environmental and related clearances, including all work necessary to approve

the project under the National Environmental Policy Act (NEPA) and related statutes and regulations are eligible for funding independently or in conjunction with proposed funding for construction. Also amend § 24911 by authorizing a process where DOT, through the Administration's annual budget request, Amtrak, through its General and Legislative Annual Report, and the NEC Commission through its Capital Investment Plan provide Congress with a list of recommended projects that shall have the equivalent purpose and function as the FTA's annual recommended project report authorized under 49 U.S.C. § 5309. For the purposes of this section, Amtrak shall be treated as a federal agency for the purposes of congressional consideration of budgetary needs. In addition, in order to ensure that the most impactful projects receive a portion of grant funding, amend the Project Selection Criteria in § 24911(d)(1) by directing the Secretary to give preference to projects with total project costs of $50 million or more. The Secretary is also directed to award at least 70% of grant award funding to NEC Joint Benefits Projects.

- FSPSOGR – Northeast Corridor Joint Benefit Projects
  Clarify definition of Qualified Railroad Asset to mean infrastructure, equipment, and facilities that jointly benefit intercity and commuter rail; clarify definition of capital project to mean shared benefit between commuter and intercity service; and clarify that funds awarded under this sub-program reduce the intercity passenger rail match amounts of the project.
- FSPSOGR – National Network Partnership Projects
  Specify that National Network Partnership projects shall advance high priority projects supported by both Amtrak and its state partners. For projects on state-supported routes, Amtrak and the states must have developed a fixed asset capital charge as required under the cost allocation policy required under Section 209 of PRIIA. At least 50% of funds shall be made available for fleet replacement activities undertaken by Amtrak or states. Report language should be included to prioritize funding for the high priority Amfleet Replacement project. Fleet acquisitions undertaken by Amtrak shall be governed by the domestic buying preferences in 49 U.S.C. § 24305(f) and states may use grant funds to pay Amtrak for their allocated share of fleet acquisition and related expenses. Of the remaining amounts, funds can be used for infrastructure, stations and facilities improvements.

Select Legislative Proposals

Later this year Amtrak will transmit a comprehensive reauthorization proposal, but in the meantime, below are some key legislative proposals that may be of interest to Members of Congress seeking either appropriations or authorizing language.

FEDERAL RAILROAD ADMINISTRATION (FRA)

Amtrak Preference Enforcement (The Rail Passenger Fairness Act)

The largest cause of delay to Amtrak trains on host railroads is "freight train interference," typically caused by a freight railroad requiring an Amtrak passenger train to wait so that the host railroad's freight trains can operate first. Freight train interference amounted to one million minutes of delay to passengers in FY 2019 despite federal law which states that, except in emergencies, Amtrak must receive preference over freight transportation. Only the Attorney General can enforce this law and such an enforcement has only occurred once in Amtrak's history, in 1979. Amtrak proposes to amend 49 U.S.C. § 24103(c) to authorize Amtrak to bring an action in U.S. District Court to enforce its right to preference over freight as codified in federal law in 49 U.S.C. § 24308(c). This new authority would supplement, not replace, the Attorney General's current authority to enforce this law. On November 20, 2019, this critical piece of legislation was introduced in the U.S. Senate as S.2922, the Rail Passenger Fairness Act.

Study on Changes in Freight Railroad Operating and Scheduling Practices

Precision Scheduled Railroading (PSR) is an approach to operations implemented by some freight railroads seeking to increase operating efficiency while also improving economics for those freight companies. There are examples of this approach leading to more efficient operations for both the freight carrier and Amtrak passengers. However, it has been Amtrak's experience that the operational changes associated with some freight railroads' implementation of PSR can lead to just the opposite: a network less fluid than it was before and more likely to cause significant and disruptive delays to passengers. Often the inefficiencies are driven by the operation of trains too long for the existing rail infrastructure. Historically, railroads operated trains that could efficiently pass each other in sidings. One operating technique typically deployed as a strategic priority of PSR is the lengthening of freight trains, regardless of the length of the existing sidings on the line. Whenever a freight train and an Amtrak train approach each other on a single track, one of the trains must enter a siding to let the other pass. When a freight train is too long to fit in the siding, there is only one option: the Amtrak train must enter the siding and wait for the freight train to pass on the main track. This represents one of several practices associated with some freight railroads' implementation of PSR that have detrimental effects on Amtrak passengers, freight shippers, and the national rail network.

Within one year after enactment, the Surface Transportation Board (STB) shall provide a report to its Authorizing Committees on the impact on Amtrak, commuter railroads and freight rail shippers of changes in freight railroad operating and scheduling practices as a result of PSR. Among other things, the study shall examine the impacts of the operation of longer trains, the elimination or downsizing of yards and other operational facilities; reductions in capital expenditures for rail infrastructure; and changes in dispatching practices and locations of dispatching centers on the on-time performance of passenger trains and the quality and reliability of service to freight shippers. The report shall include recommendations for addressing any negative impacts of PSR on passenger railroads or shippers. In developing such recommendations, the STB shall consider whether capital investments, such as lengthening sidings to accommodate longer freight trains, and changes in dispatching practices such as consolidation of dispatching for multiple railroads in regional or national dispatching and changing dispatching protocols for handling of Amtrak trains would mitigate any negative impacts identified.

Process Improvements for Host Railroad Access for Additional Trains/Routes

In 1980, Congress amended the Rail Passenger Service Act to provide Amtrak with what the legislative history indicates was to be an "expedited procedure," in addition to Amtrak's contractual rights, to obtain access to host railroads' lines to operate additional trains. The amendment specified that host railroads were to be required to accommodate additional Amtrak trains unless they would "impair unreasonably freight transportation," with the host railroad having the burden of proof on that issue. This provision, now codified at 49 U.S.C. § 24308(e), needs to be updated to reflect PRIIA's 2008 transfer of authority for resolving cases brought under it from DOT to the STB, which uses different adjudication procedures; to require the STB to take into account any previous or proposed rail capacity investments made by or on behalf of Amtrak; to be conformed with the statutory deadline in the related provision it references, 49 U.S.C. § 24308(a), authorizing the STB to determine terms for Amtrak's access to host railroads; to be clarified as applicable to additional trains on both existing and new routes; and to provide that the STB shall order access for additional trains suspended or discontinued within five years prior to the filing of Amtrak's application to resume operation of those trains. Where the STB finds additional trains would impair unreasonably freight transportation, it should be directed to conduct an independent assessment, using STB-determined criteria and processes, to determine what capital improvements funded by or on behalf of Amtrak are necessary to mitigate the unreasonable impairment.

Federal Crime for Assault of Passenger Rail Employees

Amtrak continues to look for a solution to assaults on trains throughout our system. As we manage a network of local jurisdictions in response to any charges filed in assault cases, our customers

and employees deserve a better system for resolution and deterrence of these crimes. We will continue to work with Congress and other stakeholders to search for viable alternatives. We have suggested previously that we would like to see chapter 281 of title 49 and chapter 224 of title 18 amended to authorize the prosecution, as a federal crime, of an assault or an intimidation of an intercity or commuter passenger train crew member. Similar federal authority is already provided to protect airline employees.

Long Distance Intercity Passenger Rail Working Group

Within 180 days of enactment, Amtrak shall convene a working group of states that currently have long distance service that shall meet annually on an appropriate schedule. Within one year of enactment, the working group shall produce a report on ways to improve long distance service and transmit the report to House and Senate authorizing committees, the USDOT, and major associations representing local officials, passengers, and other relevant stakeholders. At a minimum, the report shall consider and make recommendations on the following issues:

- Host railroad challenges to improve long distance service, including freight train interference,
- Anticipated fleet needs of long-distance trains,
- Ways that communities can support efforts to improve long distance service, including station development and station host programs,
- State programs, including grant programs and state DOT initiatives, that are available to support long-distance intercity passenger rail service, and
- Quantifying the economic impact of long-distance service on communities and states served, and the economic impact of each route in its entirety.

Efficient Procurement

Many capital projects on the Northeast Corridor and elsewhere are funded by Amtrak with FRA grant funds and by commuter railroads and state departments of transportation with FTA and FHWA grant funds. The three modal agencies each have different rules governing their funding, which are sometimes referred to as "flowdowns" because grant recipients must impose them on contractors and monitor their compliance. It is often not clear which rules apply, and the procedures Amtrak has in place to comply with FRA's requirements do not comply with often conflicting FTA and FHWA requirements. Commuter railroads whose procedures are designed for FTA-funded projects face the same problem on projects funded in part with FRA or FHWA grants. This inconsistency, and the impediments and unnecessary costs it imposes on vital capital projects, should be eliminated by providing, as set forth in the proposed amendment to title 49 below, that Amtrak, commuter agencies and state DOTs should administer all USDOT grant funding in accord with the regulations of the agency authorized to provide non-discretionary funding to them.

Amend titles 49 and 23 so that when one recipient provides funds to another for a capital project, flowdowns of the recipient are the prevailing requirements and thresholds for the project. For example, funds received by Amtrak shall be administered pursuant to Subtitle V, Part C of title 49, and funds received by a commuter railroad shall be administered as if they had been provided under chapter 53 of title 49. In addition, adjust 49 U.S.C. § 24305(f)(3) for inflation by increasing it to $5 million.

Advance Acquisition of Property Costs Included in Non-Federal Match

Amend 49 U.S.C. § 5309(i)(6) (FTA Fixed Guideway Capital Investment Grants), 49 U.S.C. § 22907(h)(2) (CRISI), and 49 U.S.C. § 24911(f)(2) (Federal-State Partnership for State of Good Repair) to allow non-federal expenditures to acquire property prior to the award of a grant to be included in the non-federal share of total project costs.

Passenger Rail Trust Fund

Establish in the U.S. Treasury a new trust fund to be known as the 'Passenger Rail Trust Fund' consisting of such amounts provided from the larger Surface Transportation Reauthorization Act. This trust fund, further supplemented by the annual discretionary appropriations process as necessary, would support intercity passenger rail programs as authorized in this Act, as well as new commuter rail programs. The Passenger Rail Trust Fund would cover the capital costs for the NEC and National Network, while leaving the operating costs for the annual discretionary appropriations process. The trust fund would also cover all costs associated with the National Network Modernization Program, and discretionary appropriations would continue to fund FRA competitive grants on an annual basis.

Flexing General Revenues Authorized for Highway Trust Fund

Authorize states to flex the funding they receive from the Highway Trust Fund (HTF) highway account for intercity passenger rail capital projects up to the portion of funding they receive that equals the percentage of HTF funding that is provided from general revenues or borrowing.

Passenger-Freight Railroad Shared Benefit Tax Credit

Establish a new income tax credit, similar to the Internal Revenue Code Section 45G railroad track maintenance tax credit currently utilized by Class II and III railroads, in order to encourage investment in capital projects that benefit both intercity passenger rail and any freight railroad, including Class Is. The tax credit would be claimed by the freight railroad and cannot exceed $10,000,000 per railroad per year. The amount of the credit would be 25% of the amount of the investment in capital projects. In order to obtain the credit, the freight railroad must submit to the IRS a letter from both the U.S. Department of Transportation and Amtrak or another intercity passenger rail operator certifying that the project has increased rail line capacity or has

allowed passenger trains to operate at speeds higher than those in effect (excluding speed reductions attributable to slow orders) at the time of enactment.

Transportation "Megaprojects" Program

A new infrastructure program is critical to help fund major bridge and tunnel replacement and improvement projects along the NEC. Existing federal grant programs do not provide sufficient resources to fund the mega passenger rail projects. Create a new mode-neutral, performance-based infrastructure program to address the nation's largest and most critical infrastructure needs. All transportation modes would be eligible, including highway, public transit, intercity passenger rail, maritime, and aviation. This new program is meant to supplement TIGER/BUILD (which has focused on smaller, regional projects and/or rural projects) and not replace it; as such, it should target investment in larger projects that simply cannot be advanced through existing federal programs. To reflect this existing gap, this megaproject program would require a minimum project cost of $2 billion and would provide a maximum federal share of 80%. It would be funded via a trust fund and would require robust funding levels for the life of reauthorization. Considering the sheer size of some of the nation's most critical infrastructure projects, the program would allow funding to be provided over several years, similar to the FTA's full funding grant agreement process.

Rail-Airport Connections

The Airline Passenger Facility Charges should be available to construct or improve an airport rail connection or intermodal passenger facility. To eliminate restrictions that preclude use of airline passenger facility charges to construct rail lines or stations serving airports unless the project serves only airline passengers and employees, which is almost always impractical and inefficient, amend 49 U.S.C. § 40117(a)(3) to add to "eligible related projects" for airline passenger facility charges "A project to construct or improve a rail line, or a passenger rail or intermodal station for use by passenger rail service, that is on airport property, or within two miles of airport property if frequent shuttle service is to be provided for airline passengers and employees using the rail line or station, provided that the share of the project costs paid by passenger facility charges does not exceed the portion of users of the rail line or station projected to be airline passengers or employees."

Nationally Significant Freight and Highway Projects (INFRA Grants)

The program should be available to fund major bridge and tunnel replacement and improvement projects along the NEC. Existing federal grant programs do not provide sufficient resources to fund the mega passenger rail projects. Amend 23 U.S.C. § 117 to make intercity passenger rail eligible in certain situations; in particular, amend 23 U.S.C. § 117(d)(2)(A) to allow eligible projects that increase intercity passenger rail ridership along a corridor that parallels portions of the National Highway Freight Network with significant highway congestion and amend 23 U.S.C. § 117(c)

to make Amtrak an eligible applicant for such projects. Further, raise the cap on eligible multimodal projects to 30 percent of program funds.

FEDERAL TRANSIT ADMINISTRATION (FTA)

Capital Investment Grants (CIG)

CIG grants should be adequately funded to fund a commuter rail relative use proportion of major shared benefit bridge and tunnel replacement and improvement projects along the NEC. Existing federal grant programs do not provide sufficient resources to fund major capital passenger rail investment projects. Authorize sufficient funding for the overall 5309 program to accommodate the local public transit share of the nation's large projects that also involve Amtrak intercity passenger rail service that are scheduled to enter into the CIG pipeline during the reauthorization timeframe.

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

TIFIA

TIFIA loans should be available to be sourced as non-federal funds as part of major capital investment financial plans to help fund major bridge and tunnel replacement and improvement projects along the NEC. Existing federal grant programs do not provide sufficient resources to fund the mega passenger rail projects. Amend 23 U.S.C. § 603(b) by striking paragraph (8) and inserting a new paragraph that clearly states that the proceeds of a secured loan under the TIFIA program shall be considered to be part of the non-federal share of project costs required under title 23 or FTA and FRA grant programs of title 49 if the loan is repayable from non-federal funds. Also increase the amount of funds provided to TIFIA since the Secretary is directed in this Act to transfer over a portion of the loan subsidy funds to support the costs of RRIF loans' credit risk premium.

Section 130 Railway-Highway Grade Crossings

Amend 23 U.S.C. § 130(f)(3) by striking "90 percent" and inserting "100 percent" for the federal share of railway-highway grade crossing projects.

Congestion Mitigation and Air Quality (CMAQ) Eligibility

Amend 23 U.S.C. § 149(m) to allow all State-Supported Amtrak routes in otherwise eligible areas of states to use CMAQ funds for operating costs without time limitations by striking the words "and no current nonattainment areas under subsection (d)".

VI. Appendix

Detailed Appropriations Request with Sources of Funding

Table 6: FY 2021 Northeast Corridor (NEC) Account

All figures $ and in thousands.		NEC Intercity			Infrastructure Access			Ancillary Services			Totals		
		Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Total
Transportation	Operating	—	256,488	256,488	—	60,976	60,976	—	53,881	53,881	—	371,345	371,345
	Capital	—	27,286	27,286	—	13,824	13,824	—	1,468	1,468	—	42,578	42,578
	Subtotal	—	283,773	283,773	—	74,801	74,801	—	55,349	55,349	—	413,923	413,923
Equipment	Operating	—	215,886	215,886	—	13,498	13,498	—	53,048	53,048	—	282,432	282,432
	Capital	214,950	641,776	856,725	—	53,460	53,460	—	4,327	4,327	214,950	699,563	914,513
	Subtotal	214,950	857,662	1,072,611	—	66,958	66,958	—	57,375	57,375	214,950	981,994	1,196,944
Infrastructure	Operating	—	82,906	82,906	—	133,109	133,109	—	49,305	49,305	—	265,320	265,320
	Capital	35,290	399,124	434,414	384,610	536,176	920,785	—	4,088	4,088	419,900	939,387	1,359,287
	Subtotal	35,290	482,030	517,320	384,610	669,285	1,053,895	—	53,393	53,393	419,900	1,204,708	1,624,608
Stations	Operating	—	50,706	50,706	—	20,009	20,009	—	2,337	2,337	—	73,052	73,052
	Capital	70,580	128,781	199,361	—	78,821	78,821	—	165	165	70,580	207,767	278,347
	Subtotal	70,580	179,487	250,067	—	98,829	98,829	—	2,502	2,502	70,580	280,818	351,399
Natl. Assets & Corp. Svcs.	Operating	—	294,615	294,615	—	81,418	81,418	—	26,245	26,245	—	402,277	402,277
	Capital	—	34,282	34,282	—	20,660	20,660	—	3,266	3,266	—	58,208	58,208
	Subtotal	—	328,896	328,896	—	102,079	102,079	—	29,511	29,511	—	460,486	460,486
Subtotal	Operating	—	900,601	900,601	—	309,010	309,010	—	184,816	184,816	—	1,394,426	1,394,426
	Capital	320,820	1,231,247	1,552,068	384,610	702,941	1,087,551	—	13,314	13,314	705,430	1,947,503	2,652,933
	Takedown	—	—	—	—	—	—	—	—	—	8,570	—	8,570
	NEC TOTAL	**320,820**	**2,131,848**	**2,452,668**	**384,610**	**1,011,951**	**1,396,561**	**—**	**198,130**	**198,130**	**714,000**	**3,341,929**	**4,055,929**

Table 7: FY 2021 National Network (NN) Account

All figures $ and in thousands.		State Supported			Long Distance			Infrastructure Access			Ancillary Services			Totals		
		Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Subtotal	Grant	Revenue & Other Sources	Total
Transportation	Operating	—	424,038	424,038	176,088	342,185	518,273	—	18,712	18,712	—	9,417	9,417	176,088	794,353	970,441
	Capital	—	13,209	13,209	—	14,742	14,742	—	7,539	7,539	—	1,063	1,063	—	36,553	36,553
	Subtotal	—	437,247	437,247	176,088	356,928	533,015	—	26,252	26,252	—	10,479	10,479	176,088	830,906	1,006,994
Equipment	Operating	21,108	186,264	207,371	202,490	—	202,490	—	87	87	—	17,598	17,598	223,598	203,948	427,546
	Capital	95,313	118,289	213,602	258,178	98,981	357,159	—	9,162	9,162	—	1,568	1,568	353,491	228,001	581,491
	Subtotal	116,421	304,553	420,973	460,668	98,981	559,649	—	9,249	9,249	—	19,166	19,166	577,089	431,949	1,009,037
Infrastructure	Operating	23,692	—	23,692	15,429	—	15,429	16,336	—	16,336	—	40,785	40,785	55,457	40,785	96,242
	Capital	56,674	23,517	80,191	176,527	2,599	179,126	66,038	46,986	113,024	—	2,024	2,024	299,239	75,125	374,365
	Subtotal	80,367	23,517	103,883	191,956	2,599	194,554	82,374	46,986	129,360	—	42,809	42,809	354,696	115,910	470,607
Stations	Operating	11,200	83,474	94,674	75,016	—	75,016	10,162	—	10,162	—	419	419	96,378	83,893	180,271
	Capital	44,419	43,860	88,279	46,514	—	46,514	17,188	16,292	33,479	—	20	20	108,120	60,172	168,292
	Subtotal	55,619	127,334	182,953	121,529	—	121,529	27,350	16,292	43,641	—	440	440	204,497	144,066	348,563
Natl. Assets & Corp. Svcs.	Operating	—	177,586	177,586	—	196,510	196,510	—	19,242	19,242	—	14,695	14,695	—	408,034	408,034
	Capital	—	22,854	22,854	—	28,948	28,948	—	3,064	3,064	—	2,175	2,175	—	57,042	57,042
	Subtotal	—	200,441	200,441	—	225,459	225,459	—	22,307	22,307	—	16,870	16,870	—	465,076	465,076
Subtotal	Operating	56,000	871,362	927,362	469,022	538,696	1,007,718	26,498	38,041	64,539	—	82,914	82,914	551,520	1,531,013	2,082,533
	Capital	196,406	221,729	418,135	481,218	145,270	626,489	83,226	83,044	166,270	—	6,850	6,850	760,850	456,893	1,217,743
	Takedown	—	—	—	—	—	—	—	—	—	—	—	—	13,630	—	13,630
	NN TOTAL	**252,406**	**1,093,091**	**1,345,497**	**950,241**	**683,966**	**1,634,207**	**109,723**	**121,085**	**230,809**	**—**	**89,764**	**89,764**	**1,326,000**	**1,987,906**	**3,313,906**
	NN & NEC TOTAL													**2,040,000**	**5,329,835**	**7,369,835**

Supplemental Project List for a Proposed Infrastructure Bill

Table 8

Project	Federal Share	Total Project Cost	Amtrak FY20-FY25 Budgeted Amount	Remaining Federal Funds Needed	Location	Construction Start Date	Construction Duration (years)	Impacted Regions
Rolling Stock								
Amfleet I Replacement *NEC* *State Supported* *Long Distance*	$2,000B *$900M* *1,040B* *$60M*	$2,000B *$900M* *1,040B* *$60M*	$1,200B *$540M* *$624M* *$36M*	$800M *$360M* *$416M* *$24M*	N/A	2020	5-10	Systemwide
Superliner and Amfleet II Replacement	$2.000B	$2.000B	—	$2.000B	N/A	Mid-2020s	4-8	Systemwide
Diesel Locomotive Replacement (base order plus options)	Approx. $1.500B	Approx. $1.500B	$469M (includes payments made to date)	Approx. $1B	N/A	Underway	5-8	Systemwide
Additional Fleet for New Corridors (for FY21-FY25 routes)	$510M	$510M	—	$510M	N/A	Mid-2020s	5-10	Systemwide
Additional Fleet for New Corridors (for FY26-FY35 routes)	Approx. $3.500B	Approx. $3.500B	—	Approx. $3.500B	N/A	Mid-2020s	5-10	Systemwide
Bridges & Tunnels								
Portal North Bridge	$977.0M	$1.8B	$325.0M	$703.0M	Northern New Jersey	2020	6	Northeast, South & Midwest
East River Tunnel Rehab	$250.0M	$750.0M	$556.0M	($153.0M)	New York, NY	2024	4	Northeast, South & Midwest
Hudson Tunnel Project	$6.4B	$12.7B	$601.0M	$6.0B	New Jersey/ New York	2019	11	Northeast, South & Midwest
Sawtooth Bridge	$800.0M	$1.6B	$83.0M	$717.0M	Northern New Jersey	2022	5	Northeast, South & Midwest
B&P Tunnel	$3.6B	$5.0B	$357.0M	$3.0B	Baltimore, MD	2020	12	Northeast, South & Midwest
Susquehanna River Bridge	$1.4B	$1.7B	$251.0M	$1.3B	Havre de Grace, MD	2024	6	Northeast, South & Midwest
Pelham Bay Bridge	$410.0M	$410.0M	$35.0M	$511.0M	New York, NY	2025	5	Northeast
Connecticut River Bridge	$470.0M	$660.0M	$326.0M	$214.5M	Old Saybrook, CT	2024	6	Northeast
Stations & Facilities								
Washington Union Station Expansion Project	$3.5B	$7.0B	$135.6M	$3.4B	Washington, D.C.	2025	11	Northeast, South & Midwest
Washington Union Station Near-Term Improvements	$323.5M	$323.5M	$323.5M	—	Washington, D.C.	2018	8	Northeast, South & Midwest
Philadelphia Intermodal Station Connector	$60.0M	$60.0M	—	$60.0M	Philadelphia, PA	2026	2	Northeast, South & Midwest
Baltimore Penn Station Concourse Expansion	$70.0M	$70.0M	$40.0M	$30.0M	Baltimore, MD	2023	2	Northeast, South & Midwest
Chicago Union Station (CUS) Critical Façade Repairs	$10.0M	$10.0M	—	$10.0M	Chicago, IL	2020	1	Midwest & Systemwide
CUS Concourse Improvements	$22.4M	$30.0M	—	$22.4M	Chicago, IL	2021	2	Midwest & Systemwide
CUS Ventilation Improvements	$300.0M	$300.0M	—	$300.0M	Chicago, IL	2023	5	Midwest & Systemwide
CUS Platform Expansion (1/3, 2/4, 6/8, 10/12)	$400.0M	$400.0M	—	$400.0M	Chicago, IL	2023	5	Midwest & Systemwide
Platform Heating (systemwide where relevant)	$35M	$35M	$35M	$35M	Systemwide	2020	6	Systemwide
Vertical Transportation Monitoring System	$10M	$10M	$10M	$10M	Systemwide	2020	5	Systemwide
Austin, TX Station Rebuild	$11.5M	$19M	$11.5M	$7.5M	Austin, TX	2020	2	South
Bryan, OH Station Construction	$2M	$3M	$2M	$1M	Bryan, OH	2020	2	Northeast & Midwest

Project	Federal Share	Total Project Cost	Amtrak FY20-FY25 Budgeted Amount	Remaining Federal Funds Needed	Location	Construction Start Date	Construction Duration (years)	Impacted Regions
Elko, NV Trackwork and Station Improvement	$6.3M	$15M	$6.3M	$8.7M	Elko, NV	2019	2	West
Atlanta, GA Station Relocation	$20M	$30M	$20M	$10M	Atlanta, GA	2022	3	South
Lancaster, PA Station Improvements	$0.4M	$30M	$0.4M	$29.6M	Lancaster, PA	2023	4	Northeast
Fl. Station Improvements (MIA-WPB, ORL)	$2.0M	$2.0M	$0.0	$2.0M	Florida	2021	4	Florida
Infrastructure								
Network Hub Improvement	$1.875	$1.875B	$0.0	$1.875	Chicago, IL	2021	5	Midwest
Safety, Security & Accessibility								
ADA Compliance	$1.2B	$1.2B	$544M	$656M	Systemwide	2017	10	Systemwide
PTC and PTC Equivalent	TBD	~$300M	$34	$266M	Systemwide	2019	6	Systemwide
New or Improved Corridors								
Corridor Development	$10-15B	$10-15B	$0.0	$10-15B	Systemwide	2021	15	Systemwide

FY 2019 and FY 2020 Statement of Revenue and Expenditures

Table 9				
(All $ in millions)	**Actual FY 2019**	**Plan FY 2020**	**Year-Over-Year Change $**	**%**
Ticket Revenue (Adjusted)	$2,288.5	$2,371.1	$82.6	3.6%
Food & Beverage	$143.9	$145.5	$1.6	1.1%
State Supported Train Revenue	234.2	$239.5	$5.3	2.3%
Subtotal Passenger-Related Revenue	**$2,666.6**	**$2,756.1**	**$89.5**	**3.4%**
Ancillary Revenue	$356.5	$360.1	$3.6	1.0%
Other Core Revenue	$299.7	$304.5	$4.8	1.6%
Total Revenue	**$3,322.9**	**$3,420.7**	**$97.9**	**2.9%**
Salaries, Wages & Benefits	$2,142.8	$2,186.6	$43.8	2.0%
Train Operations	$306.5	$311.2	$4.7	1.5%
Fuel, Power, & Utilities	$260.2	$274.8	$14.6	5.6%
Materials	$156.5	$156.0	($0.4)	(0.3%)
Facility, Communication & Office	$171.1	$173.1	$2.0	1.2%
Advertising & Sales	$99.5	$101.1	$1.6	1.6%
Casualty & Other Claims	$65.6	$70.8	$5.2	7.9%
Professional Fees & Data Processing	$222.9	$242.6	$19.7	8.8%
All Other Expense	$116.1	$107.2	($8.9)	(7.7%)
Transfer to Capital & Ancillary	($188.9)	($202.6)	($13.8)	(7.3%)
Total Expense	**$3,352,2**	**$3,420.7**	**$68.5**	**2.0%**
Adjusted Operating Earnings	**($29.4)**	**$0.0**	**$29.4**	**100.0%**

FY 2019 Annual Operations Report

Table 10

Name	Ridership	Passenger-miles	State Funding % of Operating Sources	Adjusted Allocated Operating Sources ($)	Adjusted Allocated Operating Uses ($)	Revenue-to-Cost Ratio	Short-term Avoidable Profit or (Loss) per Passenger-mile ($)
Acela	3,577,455	677,496,822	—	662,064,284	327,748,610	2.02	0.49
Northeast Regional	8,940,745	1,396,958,010	—	708,850,271	471,180,833	1.50	0.17
NEC Special Trains & Adjustments	7,402	1,122,795	—	5,675,300	9,145,430	0.62	(3.09)
Northeast Corridor	**12,525,602**	**2,075,577,627**	—	1,376,589,854	808,074,873	1.70	0.27
Adirondack	117,490	33,819,281	40%	12,802,027	13,639,211	0.94	(0.02)
Blue Water	181,832	35,824,336	41%	11,594,159	11,986,150	0.97	(0.01)
Capitol Corridor	1,777,136	119,601,577	39%	63,219,009	72,729,790	0.87	(0.08)
Carolinian	244,779	66,669,556	21%	21,920,231	18,345,430	1.19	0.05
Cascades	828,247	130,059,822	34%	64,519,912	70,051,187	0.92	(0.04)
Downeaster	557,248	45,166,410	34%	16,505,236	17,604,115	0.94	(0.02)
Empire South	1,214,206	145,146,909	—	51,063,484	64,722,138	0.79	(0.09)
Empire West/Maple Leaf	389,775	115,805,737	17%	32,479,281	34,805,629	0.93	(0.02)
Ethan Allen	50,515	9,518,179	36%	5,083,800	5,584,910	0.91	(0.05)
Heartland Flyer	68,744	12,062,024	65%	6,009,770	6,504,009	0.92	(0.04)
Hiawatha	882,189	70,931,886	3%	21,838,453	23,090,024	0.95	(0.02)
Hoosier State	20,853	3,275,967	74%	2,920,843	4,148,757	0.70	(0.37)
Illini/Saluki	266,972	45,868,796	57%	17,288,746	16,760,872	1.03	0.01
Illinois Zephyr/ Carl Sandburg	192,616	31,264,094	64%	14,479,260	14,956,341	0.97	(0.02)
Keystone	1,575,959	138,631,494	3%	51,643,183	55,862,871	0.92	(0.03)
Lincoln Service	627,599	116,644,316	44%	32,975,462	32,940,317	1.00	0.00
Missouri River Runner	154,417	27,979,089	58%	13,238,240	13,656,958	0.97	(0.01)
New Haven-Springfield	362,442	28,558,843	45%	21,923,721	24,427,674	0.90	(0.09)
Pacific Surfliner	2,779,173	248,232,715	29%	120,289,861	137,589,238	0.87	(0.07)
Pennsylvanian	215,081	49,652,907	15%	14,785,973	17,121,832	0.86	(0.05)
Pere Marquette	97,593	14,627,808	38%	5,738,654	5,992,553	0.96	(0.02)
Piedmont	214,218	24,003,762	41%	8,691,646	9,345,008	0.93	(0.03)
San Joaquins	1,071,190	145,716,133	58%	85,644,367	98,288,414	0.87	(0.09)
Vermonter	99,280	25,191,235	36%	11,537,749	10,702,247	1.08	0.03
Washington-Lynchburg	220,850	51,522,494	—	14,896,537	10,727,075	1.39	0.08
Washington-Newport News	335,227	68,659,323	9%	24,482,535	19,051,546	1.29	0.08
Washington-Norfolk	239,929	47,658,626	—	15,861,839	14,336,490	1.11	0.03
Washington-Richmond	128,651	20,130,540	16%	8,910,966	7,667,384	1.16	0.06
Wolverine	501,124	108,826,835	21%	31,306,083	32,879,311	0.95	(0.01)
Non-NEC Special Trains & Adjustments	25,408	2,034,208	—	2,751,229	(1,192,676)	(2.31)	1.94
State Supported	**15,440,743**	**1,983,084,902**	29%	806,402,254	864,324,804	0.93	(0.03)
Auto Train	236,041	203,110,107	—	78,074,048	84,808,169	0.92	(0.03)
California Zephyr	410,844	279,017,262	—	55,540,003	112,095,055	0.50	(0.20)
Capitol Limited	209,578	92,589,072	—	20,315,621	44,622,227	0.46	(0.26)
Cardinal	108,935	37,535,416	—	8,393,421	24,353,351	0.34	(0.43)
City of New Orleans	235,670	86,598,147	—	17,884,269	40,795,049	0.44	(0.26)
Coast Starlight	426,029	199,699,417	—	46,568,964	89,164,297	0.52	(0.21)
Crescent	295,180	129,864,096	—	33,663,354	69,645,750	0.48	(0.28)
Empire Builder	433,372	303,202,327	—	57,532,233	108,423,517	0.53	(0.17)
Lake Shore Limited	357,682	154,402,822	—	30,293,774	62,004,877	0.49	(0.21)
Palmetto	345,342	84,546,102	—	28,233,741	35,589,458	0.79	(0.09)
Silver Meteor	353,466	197,037,615	—	41,915,285	76,656,927	0.55	(0.18)
Silver Star	389,995	171,229,811	—	34,707,700	64,801,933	0.54	(0.18)
Southwest Chief	338,180	272,843,514	—	47,032,050	103,083,619	0.46	(0.21)
Sunset Limited	92,827	69,407,726	—	12,015,809	43,517,648	0.28	(0.45)
Texas Eagle	321,694	147,503,037	—	25,410,185	54,683,408	0.46	(0.20)
Long-Distance Adjustments	—	—	—	(1,303)	(1,916,428)	0.00	—
Long Distance	**4,554,835**	**2,428,586,471**	—	537,579,153	1,012,328,855	0.53	(0.20)
Total	**32,521,180**	**6,487,249,000**	**6,487,249,000**	2,720,571,262	2,684,728,532	1.01	0.01

FY 2019 On Time Performance Measure by Route

(All values in Percent)

Table 11

Route	Customer OTP	Endpoint OTP	All Stations OTP
Amtrak System	**73.6**	**75.1**	**73.2**
Northeast Corridor	**83.1**	**84.1**	**86.1**
Acela	83.5	85.5	86.6
Northeast Regional	83.0	83.4	85.9
On Spine *Northeast Regional*	88.7	88.6	90.7
Richmond/Newport News/Norfolk	75.3	69.9	79.3
Roanoke	70.2	51.6	74.1
Springfield Shuttles	88.1	88.9	89.6
State Supported	**74.9**	**75.6**	**77.8**
Capitol Corridor	87.5	88.8	88.7
Carolinian	56.3	62.7	56.3
Cascades	58.3	58.9	62.9
Downeaster	81.0	70.7	86.5
Empire	79.4	84.4	79.7
Adirondack	69.1	67.9	71.3
Ethan Allen Express	84.8	92.9	89.7
Maple Leaf	67.1	80.5	68.8
New York—Albany	90.1	91.4	93.3
New York—Niagara Falls	66.4	67.8	69.8
Heartland Flyer	46.9	43.3	62.1
Hiawatha	92.3	88.6	93.7
Illinois	61.3	68.1	66.8
Carl Sandburg/Illinois Zephyr	77.6	82.0	82.0
Illini/Saluki	26.4	37.4	37.9
Lincoln Service	71.1	76.3	74.9
Keystone	92.5	88.5	93.3
Michigan	40.5	49.5	56.3
Blue Water	45.3	57.0	63.8
Pere Marquette	64.5	69.1	75.0
Wolverine	34.1	40.4	51.8
Missouri	67.3	67.7	63.2
Pacific Surfliner	70.5	71.0	74.0
Pennsylvanian	66.1	68.0	67.4
Piedmont	70.9	61.9	78.0
San Joaquins	60.8	65.9	69.2
Vermonter	83.5	89.0	81.4
Long Distance	**42.0**	**50.2**	**41.5**
Auto Train	59.2	68.2	75.0
California Zephyr	34.3	36.1	33.3
Capitol Limited	28.5	33.1	36.5
Cardinal	52.7	52.1	50.0
City of New Orleans	69.8	81.8	54.1
Coast Starlight	50.2	63.0	49.4
Crescent	28.6	18.7	28.7
Empire Builder	45.8	64.0	46.1
Lake Shore Limited	44.4	58.5	48.6
Palmetto	62.1	58.9	62.8
Silver Meteor	41.8	53.6	49.4
Silver Star	29.1	33.9	35.8
Southwest Chief	32.3	40.7	37.5
Sunset Limited	19.8	21.1	14.9
Texas Eagle	25.5	33.5	28.5

Who delays passengers?

The Host Railroad Report Card grades each of the six Class I freight host railroads based on delays caused to Amtrak trains in 2019.

1	Canadian Pacific	A
2	CSX	B+
3	BNSF	B
4	Union Pacific	B-
5	Canadian National	D
6	Norfolk Southern	F

Average grade for all host railroads: **C**

Grades reflect the passenger experience

A	Most passengers are on-time
B	Passengers on some routes are late
C	Many passengers are very late
D	Most passengers are very late
F	Majority of passengers are severely late

Amtrak Route Grades 2019

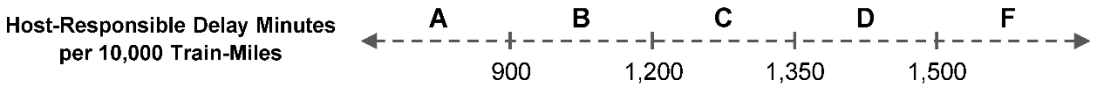
How many passengers are on time?

Passing grade: 80% of customers are on time within 15 minutes

State-Supported Trains	Route	Class I Freight Host Railroads	Percentage of On-Time Customers	
19 of 27 routes fail to achieve 80% standard	Keystone	*(other hosts)*	93%	PASS
	Hiawatha	CP	92%	
	New York – Albany	*(other hosts)*	91%	
	Springfield Shuttles	*(other hosts)*	88%	
	Capitol Corridor	UP	87%	
	Ethan Allen Express	CP	85%	
	Downeaster	*(other hosts)*	82%	
	Vermonter	*(other hosts)*	82%	
	Carl Sandburg / Illinois Zephyr	BNSF	77%	FAIL
	Richmond / Newport News / Norfolk	CSX, NS	76%	
	Piedmont	NS	75%	
	Adirondack	CN, CP	73%	
	Pacific Surfliner	BNSF, UP	73%	
	Lincoln Service	CN, UP	73%	
	Roanoke	NS	70%	
	Pennsylvanian	NS	70%	
	Maple Leaf	CSX	67%	
	New York – Niagara Falls	CSX	66%	
	San Joaquins	BNSF, UP	64%	
	Carolinian	CSX, NS	64%	
	Missouri River Runner	UP	63%	
	Cascades	BNSF, UP	63%	
	Pere Marquette	CSX, NS	62%	
	Heartland Flyer	BNSF	53%	
	Blue Water	NS, CN	39%	
	Illini / Saluki	CN	30%	
	Wolverine	NS, CN	27%	
Long-Distance Trains				
15 of 15 routes fail to achieve 80% standard	City of New Orleans	CN	73%	FAIL
	Palmetto	CSX	63%	
	Cardinal	NS, CSX	55%	
	Auto Train	CSX	54%	
	Coast Starlight	BNSF, UP	51%	
	Lake Shore Limited	CSX, NS	48%	
	Empire Builder	BNSF, CP	47%	
	Silver Meteor	CSX	44%	
	Silver Star	CSX, NS	34%	
	California Zephyr	BNSF, UP	33%	
	Southwest Chief	BNSF	33%	
	Capitol Limited	NS, CSX	31%	
	Crescent	NS	31%	
	Texas Eagle	BNSF, UP, CN	27%	
	Sunset Limited	BNSF, UP	21%	

Report Card Notes

1. Amtrak measures host railroad performance based on "minutes of host-responsible delay per 10,000 train-miles," which measures the minutes of delay caused by each host, normalized by the number of miles traveled by each train and multiplied by 10,000.
2. Grades indicate aggregate host-responsible delays across all routes on each host. Performance on specific routes can vary.
3. Grades are awarded on the following scale:



4. 900 host-responsible delay minutes per 10,000 train-miles is roughly correlated to performance that results in Amtrak trains that are 80% on-time.
5. Canadian National's Quebec operations are excluded from the report card calculations.
6. "On-time performance" (OTP) is defined as the percentage of stations at which a train arrives within 15 minutes of the time in the public schedule.
7. OTP figures are based on 2019 calendar year performance.
8. The route grade table only lists Class I freight host railroads that host more than 15 miles of the given route, using the following abbreviations:

BNSF	BNSF Railway
CN	Canadian National Railway
CP	Canadian Pacific Railway
CSX	CSX Transportation
NS	Norfolk Southern Railway
UP	Union Pacific Railroad

FY 2019 Accomplishments

Through continued investment in safety and the customer experience, Amtrak delivered its best operating performance in company history this past fiscal year. The company set new records for ridership, revenue, and financial performance on its path to achieve operational breakeven in FY 2020. Preliminary results for FY 2019 (Oct. 2018-Sept. 2019) include:

- Safety: Implemented a Safety Management System and expanded Positive Train Control (PTC) operations, resulting in improvements in a broad range of safety metrics
- Capital Investment: $1.6 billion, 9.4% higher than last year's investment

- Ridership: Set a company record providing 32.5 million customer trips, a year-over-year increase of 800,000 passengers
- Operating Earnings: ($29.4 million), The best operating performance in history, improving earnings by $140.9 million or 82.6% over FY 2018, which was ($170.6 million)
- Total Operating Revenue: $3.3 billion, increased 3.6% over FY 2018

In FY 2019, Amtrak was the first major U.S.-based railroad to implement a Safety Management System, a proactive approach to managing safety, resulting in significant improvements, including: a 26% reduction in customer incidents; 72% fewer serious employee injuries; a 10% reduction in Federal Railroad Administration reportable injuries; and a 3% reduction in trespasser and grade crossing incidents. Additionally, PTC installation was completed on nearly all Amtrak-owned and controlled track.

Another driver of this year's success was the superior customer service delivered by Amtrak employees and a record $1.6 billion investment in capital assets. This includes: refreshed equipment, including the entire *Acela* fleet and Amfleet II cars for Coach class along the East Coast; technology upgrades like updating the Amtrak mobile app and offering assigned seating; state-of-good-repair work on the NEC that improved overall reliability and performance; station upgrades and enhanced lounges; and other customer-friendly benefits that support the long-term growth of intercity passenger rail.

Additionally, Amtrak is undertaking the largest fleet renewal in its history. Manufacturing continues on the new *Acela* fleet, a contract was awarded for 75 new locomotives to replace some of our aging National Network locomotive fleet, and a Request for Proposals (RFP) was issued for a new fleet of single-level passenger rail vehicles.

Amtrak customers noticed the improvements, with nearly nine out of ten customers surveyed expressing overall satisfaction with their experience. Amtrak achieved a year-over-year increase in customer satisfaction scores in many categories, including clean train interiors, restroom cleanliness, and information about delays. *Acela* and *Northeast Regional* customers noticed improvements and were increasingly likely to recommend Amtrak to family, friends, and colleagues.

Initial terminal performance was strong with 93% of trains across the system departing on time. The strongest performance was on the NEC, where trains departed on time from Washington, D.C., more than 97% of the time.

NEC and State Supported lines all experienced ridership growth that set records, with *Acela* leading the pack at 4.3%, *Northeast Regional* at 2.9% and State-Supported services at 2.4%. Long Distance ridership was up nearly 1%.

This year, Amtrak received a credit upgrade to 'A' from S&P and an affirmation of an 'A1' credit rating by Moody's, reflecting significantly reduced operating losses and a stronger balance sheet, with no net debt. FY 2019 is also the first full year in which all congressionally mandated state and commuter partner cost-sharing agreements have been in effect.

"We are growing and modernizing Amtrak. We have an industry-leading safety program and have invested billions in improving the customer experience, resulting in more people choosing Amtrak as their preferred mode of transportation," said Amtrak Board Chair Tony Coscia. "These changes have put us on track to breakeven on operations in 2020, which would be a first in Amtrak's history."

"We listened, we invested, we improved, and our customers are noticing a difference," said Amtrak President & CEO Richard Anderson. "And we are not stopping. We have an aggressive plan to continue to advance our safety program, refresh train interiors, improve amenities, and renew stations and infrastructure."

Amtrak highlights in FY 2019 include:

- Safety: Implemented a comprehensive Safety Management System, resulting in improvements in a broad range of safety metrics. Completed PTC implementation on all Amtrak-owned and controlled track, except for less than one mile of slow-speed track in the complex Chicago terminal area.
- Equipment: Invested $437 million to modernize and refresh the Amtrak fleet. Progressed manufacturing of the new *Acela* fleet currently underway in Hornell, New York; awarded a contract to purchase 75 new passenger diesel locomotives from Siemens to replace some of our aging National Network locomotive fleet; and issued an RFP for a new fleet of single-level passenger rail vehicles to replace Amfleet I cars.
- Stations: Invested $143 million to improve the customer experience at several stations throughout the network, including: the installation of a state-of-the-art digital board at William H. Gray III 30th Street Station; enhanced Metropolitan Lounges in Washington Union Station, Boston South Station, Gray 30th Street Station, and the Great Hall at Chicago Union Station; upgraded stations to enhance the customer experience through the Customer Now program; reached commercial close for $90 million of improvements at Baltimore Penn Station; and returned service to the historic Springfield (MA) Union Station, which included new passenger amenities.
- Infrastructure: Invested $713 million in infrastructure projects throughout the country that were completed safely, on time, and within budget to improve overall reliability and performance. These state-of-good-repair projects included the repair or replacement

of 24,080 feet of catenary hardware, 79,985 concrete ties, 1,784 bridge ties, and 283 miles of high-speed surfacing.

- Accessibility: Invested a record $78 million on ADA-related design and construction improvement projects at more than 40 locations nationwide, advancing efforts to make stations universally accessible.
- Technology: Invested more than $110 million in technology, including an updated customer mobile app to make bookings and travel management faster and easier than ever before. Improved the on-board experience by offering assigned seating for customers traveling in *Acela* First class and started developing an omnichannel strategy to enable customers to easily complete purchases, access information and engage in transactions across multiple channels.
- Product Upgrades: Launched *Acela* Nonstop, expanded weekend *Acela* frequencies, completed an extensive $4 million refresh of train interiors on the entire *Acela* fleet, and fully-refreshed Amfleet II cars for Coach class along the East Coast.
- Service: Collaborated with our state partners to expand the Amtrak network, including: launch of the *Valley Flyer* (a new state-supported service in Western Massachusetts); adjusted the *San Joaquins'* schedule to accommodate weekend leisure travelers better; increased schedules on the *Northeast Regional* to Norfolk, Virginia, and the *Downeaster*; and added a new Green Bay-Milwaukee Amtrak Thruway Bus Service connecting with the *Hiawatha* trains.
- Sustainability: Exceeded or met all annual energy, fuel, recycling, and greenhouse gas emissions targets, with the support of all employees. Efforts such as lighting upgrades, reduced idling, and a focused recycling program helped Amtrak meet these targets and save money. Since 2010, Amtrak has reduced greenhouse gas emissions by 17%.

Single Level Fleet Replacement Plan

Replacing Amtrak's Amfleet I Fleet with Modern Intercity Trainsets

What is Amfleet I?

Amtrak's Amfleet I fleet is comprised of 458 single-level passenger railcars built between 1975-1977 by the Budd Company of Pennsylvania.

- Approximately half of Amtrak's 32 million annual riders rely on Amfleet I equipment.
- These cars are used on *Adirondack, Carolinian, Downeaster, Empire, Ethan Allen Express, Keystone, Maple Leaf, Northeast Regional, Pennsylvanian, Springfield Shuttle, Valley Flyer, Vermonter,* and Virginia corridor routes. Additionally, they supplement Horizon fleet railcars on most Midwest state corridor routes. A handful are also used on the *Pacific Surfliner*.

Why do Amfleet I coaches need to be replaced?

The equipment has been well-maintained for the last 40 years, but overhauls, retrofits, and upgrades are becoming more costly and, in some cases, producing limited return on investment for Amtrak and the states.

- Over their lifetime, the Amfleet I cars have been updated with overhauls of mechanical components at regular intervals. While such refreshes have helped to improve the customer experience, the cars are reaching the end of their useful lives. Cosmetic upgrades cannot change the fact that the current fleet design predates the first Apple computer, and that individual cars have accumulated decades' worth of wear and tear.
- Intercity highway congestion is on the rise. States, Amtrak, and Congress are investing in expanding corridor service to serve the growing number of riders who need rail as a viable transportation option. America's riders demand and deserve 21st century technology and equipment.
- This procurement will also include equipment planned for use in the Cascades service in the Pacific Northwest.

Where is Amtrak in the replacement process?

On January 18, 2019, Amtrak issued a multi-phased Request for Proposals (RFP) for 75 trainsets and an associated Technical Support, Spares, and Supply Agreement (TSSSA). We anticipate awarding a contract by early summer.

- The RFP is for Trainsets to be used in Amtrak services both on the NEC and on select state-supported routes and a long-distance route.
- Accessibility improvements are critical; high and low station platform accessibility is required. The new equipment will be American-made and Buy America-compliant.

How do Amtrak and the States want to proceed?

Many states are at risk of being unable to afford their proportional share of this new fleet and associated facility investments as required by federal law (PRIIA Section 209). Therefore, Amtrak has committed to provide all up-front financing for the acquisition and facilities, to take ownership of and responsibility for the equipment, and to seek Congressional support to reduce the states' share of these costs to replace Amtrak's core capital assets.

To support this effort, Amtrak seeks funds via its annual grants from Congress to cover the Amfleet I replacement expenses and to offset 50% of the states' proportional share of acquisition costs. Specifically, Amtrak will:

- Ask Congress to continue to set aside at least $100 million for the upfront Amfleet I replacement costs – as Congress did in FY 2020 – to be split between Amtrak's NEC fleet and overall facility costs and the state supported fleet cost each year.
- Use the appropriated funds for the state supported fleet to offset proportionally the state costs owed to Amtrak for Amtrak's state supported acquisition and facility cost.

With this funding in place, Amtrak will charge the remaining state costs to support the acquisition through an annual use charge, with flexibility for states to provide that funding either in a lump sum or alternate structures. Amtrak will be responsible for ensuring proper maintenance and overhaul and on-going equipment and facility operating and capital costs will be allocated to each state partner consistent with existing or any future Section 209 methodology.

What do Amtrak and the states need from Congress?

Federal investment and grant flexibility for the new fleet is essential.

- Federal Funding for Amtrak: Provide at least $2.040 billion for Amtrak grants in FY 2021 and continue, as part of this overall amount, the single-level equipment set aside of at least $100 million that was included in FY 2020.
- FRA Discretionary Grant Flexibility – The FY 2020 appropriations bill directs the FRA to allow states to seek future competitive grants to help them fund their share of the fleet replacement. Congress should continue to include this provision in future appropriations bills, clarifying that grant funds can be transferred to Amtrak for this purpose, and direct Amtrak, FRA, and the states to work together to ensure a successful implementation.
- Fund Amfleet I Fleet Acquisition and Facilities in FAST Reauthorization: Include appropriate authorization language and funding levels to support this fleet acquisition approach as part of FAST reauthorization.

Charter Train and Private Train Policies Report

Amtrak offers the services of operating Charter Trains and moving privately-owned passenger rail cars. Charter Trains may use Amtrak cars and locomotives, or customer-supplied cars and locomotives, or any combination, moving as a non-regularly scheduled Amtrak train. Private Cars are privately owned railcars moved on regularly scheduled Amtrak trains. Private Cars and Charter Trains involve payments received by Amtrak from customers and are the subject of this report. "Special Trains" refers to trains operated by Amtrak on its own behalf and are non-revenue/non-commercial. Examples include emergency response equipment training, test trains, damaged equipment repositioning trains, Amtrak equipment displays, and empty equipment repositioning moves.

Amtrak significantly restructured both the Private Car and Charter Train services during FY 2018 to eliminate interference with Amtrak's core operations and to put the businesses on a firm financial footing. Consistent application of clear Guidelines enabled implementation of Amtrak's restructuring strategy. Amtrak's primary objective is to operate its core scheduled train service safely, punctually, and efficiently. This report is a continuation of the report submitted in Amtrak's FY 2020 Legislative and Grant Request to Congress and similarly reflects Congress' acknowledgement that certain information is commercially sensitive and cannot be made public. Amtrak continues to hold regular and meaningful consultation with Private Car and Charter Train clients.

Private Cars

As noted in the previous report, the FY 2019 report by Amtrak's Office of Inspector General (OIG) recommended that Amtrak develop updated costing for Private Car movements, and then make any further pricing adjustments that may be necessary based on that work. Amtrak Management agreed with those recommendations, implemented them, and closed out all required action items. The OIG's report and Amtrak management's response are available to the public.

With this input, Amtrak continued to review its Private Car business with a focus on Amtrak's primary objective of operating its core train service as safely, punctually, and efficiently as possible. Amtrak serves over 32.5 million customers annually on its regularly-scheduled trains. Limiting other, non-regularly-scheduled services offered by Amtrak to routes which can be operated safely and efficiently without interfering with our base business is paramount. This translates to a requirement that in every instance of Private Car service requests, the needs and timing of regularly scheduled Amtrak passenger trains and customers will take first priority. Private Car services are dependent on the availability of Amtrak facilities, equipment, and resources.

Continuing with this primary focus, Amtrak's operations team reviewed and issued an updated set of "Guidelines for Private Cars on Amtrak" on January 1, 2020. Although we were unable to add any additional locations eligible for private car moves that would meet our business focus outlined above, we were able to clarify issues that were brought to our attention from communications and dialog with private cars customers and key stakeholders. An example includes the explanation of specific Amtrak trains eligible for movement at several key locations on our existing guidelines. We communicated the updated Guidelines to both the American Association of Private Railroad Car Owners, Inc. (AAPRCO) and the Railroad Passenger Car Alliance (RPCA) leadership, in addition to making it available on our Amtrak Private Car homepage (https://www.amtrak.com/privately-owned-rail-cars).

Amtrak developed and implemented a profit and loss (P&L) statement to address the recommendations of the Office of Inspector General Report from FY 2019. This statement is reviewed monthly by Amtrak senior management and business decisions are made in conjunction with outreach to our customer base. As a result, Amtrak gave the private car community 60 days' advance notice of the most recent price adjustment, effective October 1, 2019. This price adjustment was modest in amount and was guaranteed not to change for the upcoming entire fiscal year, at the customers' request. In addition, Amtrak provides monthly meetings with both AAPRCO and RPCA (the two largest private car groups) to hear and respond to concerns from their membership. Amtrak also provides 24-hour availability for any operational issues that may arise.

Reviewing the P&L Statement for the Private Car Business, in FY 2019, Amtrak earned $2.4 million in revenue from private car operations. This was a 26% reduction in revenue from the previous fiscal year. There was a 51% decline in total Private Car mileage during this period. Amtrak attributes the decline in total Private Car mileage to the new application of the reduction of available switch locations. By implementing this new policy over the past year, Amtrak met its core business objective of reducing private car delays by 39% from FY 2018 to FY 2019. In addition to reviewing the delay information internally, Amtrak initiated new a program to contact private car owners or their designee to review any private car related delay in excess of thirty minutes.

Charter Trains

Amtrak continues to be more deliberative in determining the charter services where we will choose to execute contracts. Under the existing Guidelines, charters must operate on existing Amtrak routes, must not be one-time trips, and must generate sufficient profit to justify the diversion of Amtrak resources and assets to execute them. In practice, this means that many Charter Train moves Amtrak performed prior to the review in 2018 are no longer eligible for Amtrak service due to significant cost and asset allocations required for their operation.

However, under these new Charter Train Guidelines, effective March 28, 2018, Amtrak produced $4.2 million in revenue for FY 2019. During this time frame, Amtrak operated roughly 30% fewer charters with only an 8% reduction in revenue compared to FY 2018. This reflects Amtrak's decision no longer to operate low revenue, single-trip Charter Trains and focus on higher revenue, multiple-trip charters on Amtrak's network in accordance with the Guidelines.

Amtrak worked hard during this period to reshape existing charters where we felt the business outlook was positive or to welcome new business opportunities under the established Guidelines. One example of a business we wanted to keep but needed to reshape was a train in West Virginia, formerly called the New River Train. We worked diligently with potential operators to find the right combination of schedules, assets and pricing to provide a service for the communities interested in the charter train and still complying with Amtrak's guidelines to maximize revenues. Amtrak ultimately welcomed the revised operation, now named the *Autumn Colors Express*, between Huntington, WV and Hinton, WV for three consecutive days in 2019. By utilizing the current private car and charter train Guidelines, Amtrak operated two separate deadhead trains for the transportation of the required equipment from Chicago, IL to Huntington, WV, and return which eliminated any delay to the regularly scheduled *Cardinal*. Prior to this new arrangement, the *Cardinal* experienced delays directly attributable to the existence of the charter and had a significant impact on Amtrak's cost, assets, and timing of regular service. We are happy and proud to continue this service in this new mutually beneficial contract for our customers. Working closely with the private car and charter community, we provided safe and reliable transportation on this charter to and from the Hinton Railroad Days Festival for over 2,300 passengers.

Summary

Amtrak continues to review and monitor the Private Car and Charter Train businesses to support the primary objective of operating its core train service as safely, punctually, and efficiently as possible, and keeping its team completely focused on this objective. Amtrak worked hard to communicate and review our Private Car and Charter Train business with its key stakeholders prior to making any significant changes and realized positive results for the company and our customers.

Debt Summary

At the end of Fiscal Year 2019, Amtrak had a total debt and capital lease obligation of $1.346 billion. As a result of Amtrak's fiscal stewardship, the plan for FY 2020 is to pay $206.54 million and in FY 2021 to pay $141.6 million in debt service from revenues. In addition to scheduled debt service, $4.1 million in FY 2020 and $22.1 million in FY 2021 will be paid to the Build America Bureau for Credit Risk Premium on Railroad Rehabilitation Improvement Financing (RRIF) funding draws and Amtrak will also contribute a current estimate of $43.8 million to fund the RRIF debt service reserve. All these amounts will be funded from revenues and not from Federal sources.

Table 12
Amtrak Debt Outstanding
(figures in millions)

	9/30/2018 Outstanding Balance	9/30/2019 Outstanding Balance
PEDFA 30th Street Station Garage Bonds	$31.7	$29.8
$130MM PNC Term Loan A	$54.1	$34.9
$70MM RBS Term Loan B	$43.1	$36.2
Mortgages	$154.4	$130.4
RRIF Loan III	$143.5	$570.2
Private Placement Notes	$450.7	$407.7
Total Mortgages and Debt	**$877.5**	**$1,209.1**
Capital Lease Obligations	$189.0	$136.6
Total	**$1,066.4**	**$1,345.7**

Sustainability Summary

Amtrak is America's leading passenger rail transportation provider, safely carrying 32.5 million customers to over 500 destinations annually across the United States and Canada. We believe operating an environmentally efficient, safe, and fiscally responsible business is essential to our future growth and have committed to operating with superior environmental performance and incorporating sustainability into decisions and practices.

Increasingly, our stakeholders are recognizing what we already know – that traveling by rail is more energy efficient than other modes. The Intergovernmental Panel on Climate Change also agrees that rail travel is one of the best ways for the transportation sector to reduce emissions.

Sustainability at Amtrak is not new – we incorporate environmental, financial, and social considerations into our decision making, being mindful of the needs of our organization and stakeholders now and in the future. We have been setting environmental goals since 2010 and we have publicly reported progress on our goals, including greenhouse gas (GHG) emissions, since 2013. You can read all our previous reports on our website at Amtrak.com/Sustainability.

In FY 2018, Amtrak made significant progress in sustainability. We achieved our GHG emissions reduction goal and we purchased 200% more carbon-free energy than in FY 2017 from sources including nuclear, hydropower, and wind. We awarded a contract to update our fleet with a substantial number of higher efficiency locomotives. We received a B score from CDP (formerly Carbon Disclosure Project) in the Transport Services sector, with high marks in the emissions, governance, and risk management categories. Compared to other transport companies, Amtrak's response rated higher than both the sector average and the North American regional average. FY 2018 was also a year when sustainability became more routinely incorporated into our daily business practices. Employees around the company helped achieve Amtrak's annual sustainability goals of increased recycling, reduced energy usage, and reduced greenhouse gas emissions.

Amtrak has elevated the visibility of and focus on sustainability in areas such as the *Acela* refresh project, fleet procurement specifications, and core values in company governance documents. For example, we:

- Incorporated sustainability into our corporate Strategic Plan
- Reissued the company's Environmental Policy and Sustainability Policy
- Presented on these topics to the Board of Directors

We are excited about our progress, and we encourage you to stay connected with us through our updates on our social channels, in press releases, and on Amtrak.com/Sustainability.

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