



General and Legislative Annual Report

& Fiscal Year 2022 Grant Request



April 27, 2021

NATIONAL RAILROAD PASSENGER CORPORATION

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The Honorable Kamala Harris
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 Madam President and Madam Speaker:

I am pleased to transmit Amtrak's Fiscal Year (FY) 2022 General and Legislative Annual Report to Congress, which includes our FY 2022 grant request, legislative proposals, and a summary of the various actions taken by Amtrak to respond to the Coronavirus pandemic.

To overcome the setbacks to service and financial performance we faced during this crisis, we seek Congress's continued strong support in FY 2022 so that we can return to the successes and growth we accomplished in FY 2019. Amtrak is poised to be a key part of the nation's post-pandemic recovery and low-carbon transportation future, but to do so we require continued Federal government support, including robust investment.

Despite the difficulties of the past year, Amtrak was able to achieve significant accomplishments and continue progressing vital initiatives, such as:

- **Safety:** Completed Positive Train Control (PTC) installation and operation everywhere it was required across entire network and advanced our industry-leading Safety Management System (SMS).
- **Moynihan Train Hall:** Amtrak, in partnership with New York State and the Long Island Rail Road, opened the first modern, large-scale intercity train station built in the U.S. in over 80 years.
- **FY 2020 Capital Investment:** Performed \$1.9 billion in infrastructure and fleet work.
- **FY 2020 Ridership:** Provided 16.8 million customer trips, which, while a decrease of 15.2 million passengers from FY 2019 owing to the pandemic-related travel reductions; reflects record performance during the five months preceding the onset of the Coronavirus.
- **FY 2020 Total Operating Revenue:** Earned \$2.3 billion, a decrease of 31.9% over FY 2019. Financial performance for FY 2020 was at record levels prior to the pandemic, with the company on track to achieve its first net operating surplus prior to March.
- **FY 2020 Operating Earnings:** Totaled (\$789.1 million), a substantial decrease over FY 2019, reflecting pandemic-related revenue losses.

Our FY 2022 Grant Request proposes **\$3.88 billion** for our base needs and funding to offset the pandemic's impacts on Amtrak and its state and commuter partners. In addition, Amtrak has identified **\$1.55 billion** in additional investment necessary to fund Amtrak's bold reauthorization proposal to improve and expand intercity passenger rail service nationwide for FY 2022.

As Amtrak prepares to mark its fiftieth anniversary of service, we look forward to important milestones on the journey to a modern and growing passenger rail network, such as the arrival of our new *Acela* and long distance diesel locomotive fleets and beginning work on the Portal North Bridge project of the Gateway Program in partnership with NJ Transit. With your continued support of investments like these, Amtrak can play a central role in restoring America's economic vitality, reducing the nation's carbon footprint, and connecting underserved communities to the rest of the country.

Sincerely,

A handwritten signature in blue ink, appearing to read "William Flynn".

William Flynn

Chief Executive Officer

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I. Overview of Amtrak's FY 2022 Grant Request

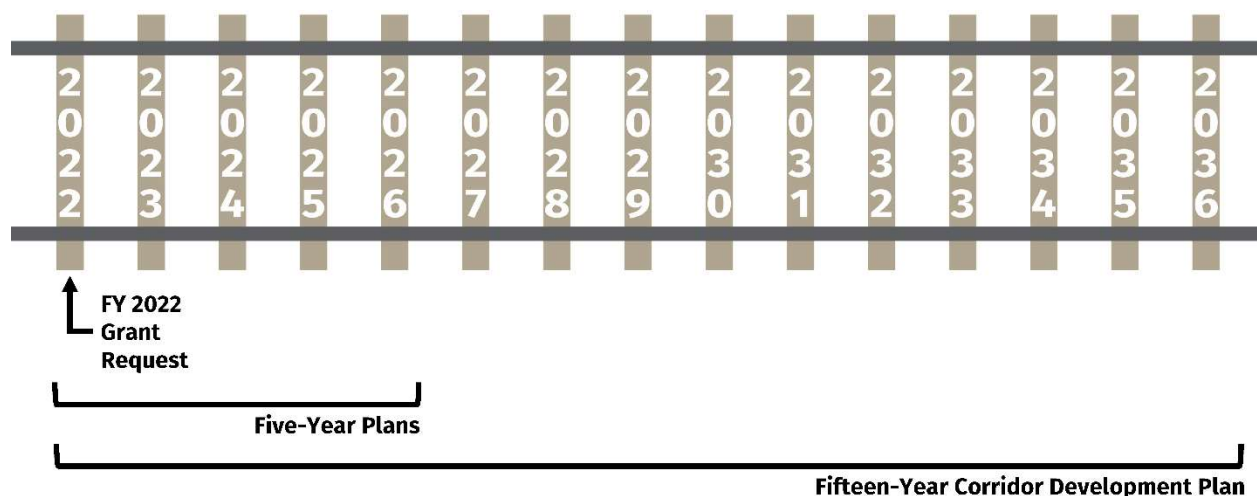
Context for Amtrak's FY 2022 Grant Request

How Amtrak's FY 2022 Grant Request Relates to our Reauthorization Proposal, our Five-Year Plans, and our 15-Year Corridor Development Plan.

As Amtrak prepares for customers to ride our trains again post-COVID-19, it is critical that we continue to prioritize safety and enhance the reliability, capacity, and convenience of today's network, while modernizing our NEC infrastructure and expanding our service to new and underserved communities across our National Network.

As is the case every year, our annual grant request represents the federal funding we require in order to implement the first year of our five-year plans. However, this year's iteration of our five-year plans explains what we can achieve based on two scenarios: 1) if federal funding remains level with recent appropriations, and 2) if federal funding is increased to the levels requested in Amtrak's Reauthorization Proposal.

On this last point, our Five-Year Plan sets forth our vision for how intercity passenger rail must modernize, improve, expand, and evolve to reflect the demographic, economic, environmental, and technological changes this nation has experienced over the last 50 years. The cumulative effects of these trends will compound over time, which only exacerbates the need to address these challenges head on and implement our vision for a modern intercity passenger rail network in America. Further, our Five-Year Plans represent what is possible in the first five years of a 15-year plan to grow new and improved existing corridor service across the nation.



Current Amtrak Route Network



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	Amtrak Hartford Line, 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 2021

FY 2022 Grant Request Summary

Table 1	
Amtrak	
<i>Northeast Corridor</i>	\$1,563,772,200
<i>State Supported</i>	\$703,123,644
<i>Long Distance</i>	\$1,375,033,364
Funds in lieu of Sec. 209 state payments	\$180,700,000
Funds in lieu of Sec. 212 commuter payments	\$56,000,000
Total Base Request	\$3,878,629,209
Additional Investment (Amtrak's reauth. proposal)	\$1,549,830,392
Grand Total (base + reauth)	\$5,428,459,601

FY 2022 Grant Request – Legislative Language

Northeast Corridor	National Network
\$1,619,772,200	\$2,258,857,009

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), \$1,619,772,200, 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: *Provided further*, Up to \$56,000,000 of the amounts made available under this heading in this Act and the “National Network Grants to the National Railroad Passenger Corporation” heading in this Act may be made available for use by the National Railroad Passenger Corporation in lieu of capital payments from States and commuter rail passenger transportation providers subject to the cost allocation policy developed pursuant to section 24905(c) of title 49, United States Code if necessary: *Provided further*, That, notwithstanding sections 24319(g) and 24905(c)(1)(A)(i) of title 49, United States Code, such use of funds does not constitute cross subsidization of commuter rail passenger transportation.

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), \$2,258,857,009 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: *Provided further*, That \$180,700,000 of the amounts made available under this heading in this Act shall be made available for use by the National Railroad Passenger Corporation to be apportioned toward State payments required by the cost methodology policy adopted pursuant to section 209 of the Passenger Rail Investment and Improvement Act of 2008 (Public Law 110–432): *Provided further*, That a State-supported route’s share of such funding under the preceding proviso shall be determined by the State-Supported Route Committee established under section 24712 of title 49, United States Code, within 30 days of enactment of this Act.

Note: The aforementioned legislative language is based on the FAST Act’s authorization; however, Amtrak’s reauthorization proposal (Tab IV) supports new corridors and better service on the National Network and improved and modernized assets on the NEC. Therefore, if Congress enacts a surface transportation bill in line with Amtrak’s reauthorization proposal, the FY 2022 appropriations’ legislative language should reflect the new authorization accordingly.

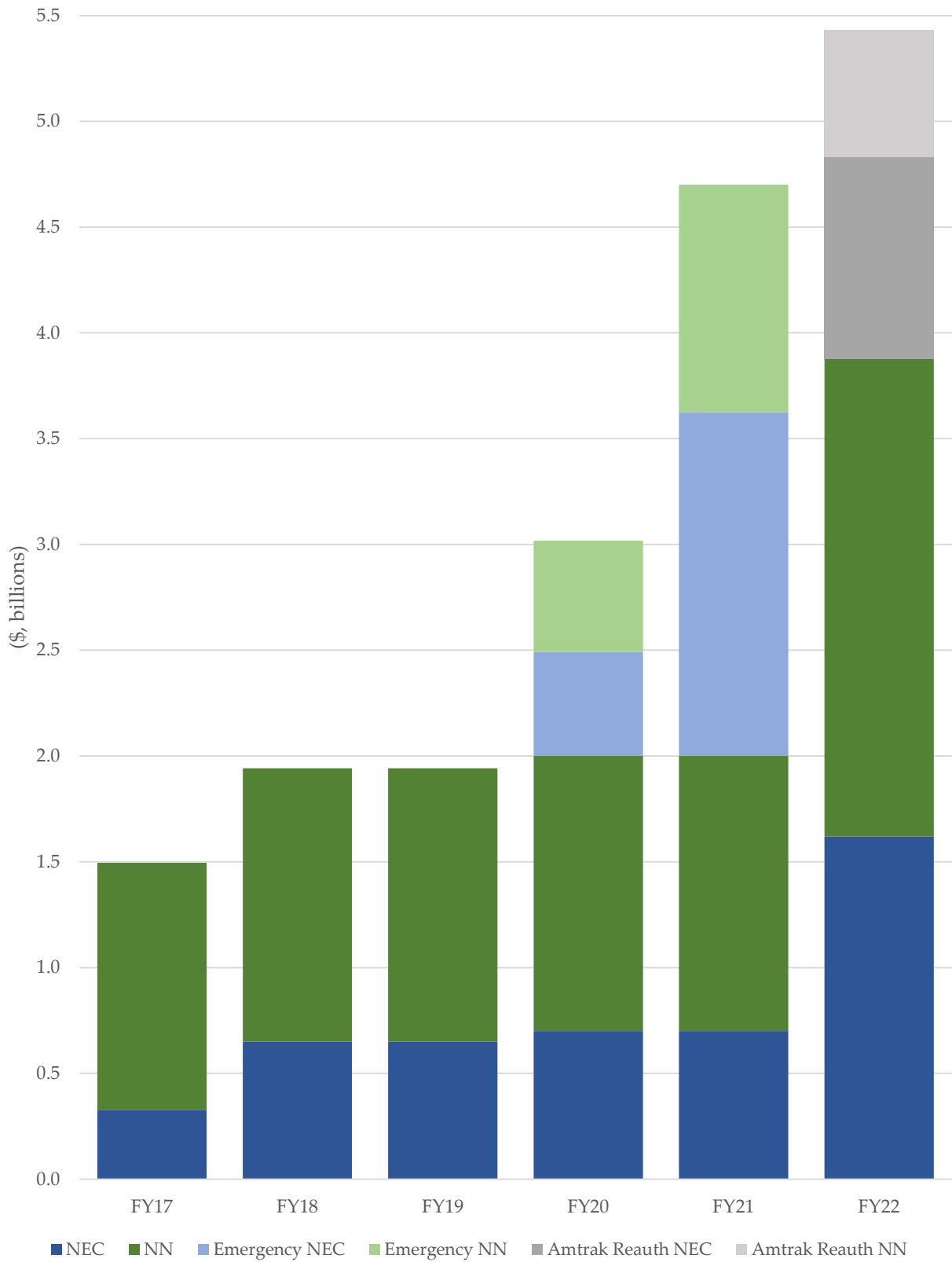
Comparative Statement of New Budget Authority

Table 2				
	FY 2019 Enacted	FY 2020 Enacted	FY 2021 Enacted	Amtrak's FY 2022 Request
Amtrak Grants	\$1,941,000,000	\$2,000,000,000	\$2,000,000,000	\$3,878,629,209
<i>Northeast Corridor</i>	\$650,000,000	\$700,000,000	\$700,000,000	\$1,619,772,200
<i>National Network</i>	\$1,291,600,000	\$1,300,000,000	\$1,300,000,000	\$2,258,857,009
COVID-19 Relief Emergency Funding Received to Date	—	\$1,018,000,000	\$2,700,000,000	(included in above figures; see note below)
<i>Northeast Corridor</i>		\$492,000,000	\$1,625,000,000	
<i>National Network</i>		\$526,000,000	\$1,075,000,000	
Total Base & Relief	\$1,941,600,000	\$3,018,000,000	\$4,700,000,000	\$3,878,629,209
Additional Investment consistent with Amtrak's Reauthorization Proposal	—	—	—	\$1,549,830,392
<i>Northeast Corridor</i>				\$591,902,904
<i>National Network</i>				\$957,927,488
TOTAL	\$1,941,600,000	\$3,018,000,000	\$4,700,000,000	\$5,428,459,601

Of the \$3.8786 billion requested in FY 2022, \$1.7717 billion is for Amtrak and our state/commuter partners in direct response to the decreased ridership and revenue due to the pandemic. Of this \$1.7717 billion, \$880.4 million is for Amtrak's Northeast Corridor, \$615.3 million is for Amtrak's State Supported Service, \$275.9 million is for Amtrak's Long Distance Service, \$180.7 million is for funds in lieu of Sec. 209 state payments owed to Amtrak, and up to \$56.0 million is for funds in lieu of Sec. 212 baseline capital charge (BCC) payments owed to Amtrak.

Amtrak is requesting that Congress provide the \$3.8786 billion via its annual appropriations process as we know this is the total need identified for FY 2022 before the fiscal year has begun, and it is not clear if Congress is going to consider any additional COVID-19 emergency supplemental funding bills during FY 2022. This is the best available data we can provide Congress at this time to help them make an informed decision on FY 2022 funding. It is also worth noting that the \$3,878,629,209 requested in FY 2022 is approximately one billion less than Amtrak required in FY 2021, which reflects the anticipated recovery we forecast.

Amtrak Appropriations (FY17-FY21) & FY22 Request



Funds in Lieu of Section 209 State Payments

As part of Amtrak's FY 2022 base grant request, Amtrak has initially identified **\$180,700,000** to be used in lieu of Section 209 state supported service operating payments owed to Amtrak during the fiscal year.

Assumptions:

In calculating this need, Amtrak made the following assumptions:

- Revenue:
 - State supported revenue is assumed to return during FY 2022 at 71% of pre-COVID-19 levels
 - This corresponds with state supported ridership projected to return at 73% of pre-COVID-19 levels
- Expenses:
 - Third Party Costs assumed 100% of pre-COVID-19 levels
 - Route Costs assumed 100% of pre-COVID-19 levels, except: T&E and OBS labor costs reflect wage inflation; Commissary provisions and commissions were based on revenue during COVID-19 recovery, while reservations and call center costs were based on 90% of pre-COVID-19 levels due to current efficiencies.
 - Additives were based on Sec. 209 formula.
- Federal Assistance:
 - Assume the intent of Congress is to limit what Sec. 209 states pay to no more than 80% of 2019 costs (similar to CARES Act).

Calculating the Net State Payment:

Projected gross state supported Section 209 expenses	\$746,006,409
less Projected state supported passenger and other revenue	\$368,208,605
less net of NEC through-revenue and related costs	\$11,406,049
Net Projected State Operating Obligation	\$366,391,756

Calculating Federal Assistance:

Net State Payment	\$366,391,756
less Assumed Level of State Funding (80% of 2019 costs)	\$185,691,756
Requested Federal Funds in lieu of Sec. 209 Payments owed to Amtrak	\$180,700,000

Determining Individual State Allocations:

Amtrak recommends that the state members of SAIPRC determine how the \$180,700,000 be divided among the 20 state partners.

Funds in Lieu of Section 212 Commuter Payments to Amtrak

As part of Amtrak's FY 2022 base grant request, Amtrak is requesting the ability to use up to \$56,000,000 of the Northeast Corridor grant in lieu of Section 212 baseline capital charges (BCCs) owed to Amtrak during the fiscal year if necessary owing to potential commuter rail agency and state budget challenges stemming from the Pandemic.

Background:

- The Amtrak-Territory BCC Program reflects the Amtrak basic infrastructure Normalized Replacement need as calculated annually by the NEC Commission Cost Allocation Model.
- This Normalized Replacement need is subsequently apportioned by the Cost Allocation Model amongst Amtrak and the nine respective State/Commuter operators – based on equitable use of the infrastructure – to determine annual BCC Obligations.
- BCCs are generally used to fund shared benefit infrastructural investments along the Amtrak NEC right-of-way. An agency must utilize an infrastructural asset for its BCCs to be used to fund it.
- Additional BCC Programs are developed for territory not owned by Amtrak (Metro-North, Connecticut DOT, MBTA). Neither the FY 2021 program nor this proposal address these programs.

Amtrak BCC Obligation	\$308,000,000
State / Commuter BCC Obligation	\$224,000,000
Total Amtrak-Territory BCC Program	\$532,000,000

Calculating Federal Assistance:

In calculating this need, Amtrak made the following assumptions:

- Per the NEC Commission Cost Allocation model, equitable use of Amtrak NEC infrastructure is split between Amtrak and State/Commuter operators at 58.9% and 42.1%.
- The \$532,000,000 estimated value of the BCC Program for FY 2022 is the product of an averaging of the existing NEC Commission Asset Assessment combined with the new Asset Assessment, with Normalized Replacement levels set at 100% and 70% respectively; the NEC Commission is scheduled to approve the FY 2022 BCC obligations in June 2021.
- The effects of COVID-19 on travel patterns are forecast to extend into FY 2022, with the commuter rail ridership being particularly gradual in any post-pandemic recovery.
- Given the uncertainty surrounding the timing of recovery and potential commuter and state budget challenges, Amtrak thought it prudent to include \$56 million, or 25% of the state/commuter agencies' BCC obligations to Amtrak.

State / Commuter BCC Obligation	\$224,000,000
Less an Assumed Level of State / Commuter Payments	\$168,000,000
Requested Federal Funds in lieu of Sec. 212 Payments owed to Amtrak	\$56,000,000

Determining Individual State/Commuter Allocations:

If required in order to alleviate commuter and state agency budget challenges that would prevent the agencies from making required payments to Amtrak, Amtrak will allocate the funds among the nine NEC state/commuter partners in a manner consistent with the methodology used in FY 2021.

FY 2022 Other Federal Programs Important to Passenger Rail

Transportation, Housing and Urban Development, and Related Agencies

Northeast Corridor Investment: Several of the NEC's major bridges, stations and tunnels are more than 100 years old (some dating back to the Civil War era) and badly in need of replacement or rehabilitation. These assets are "shared benefit" assets, meaning that they support both commuters (traditionally supported by FTA) and intercity passengers (traditionally supported by FRA). Yet due to the sheer size of these assets and the associated costs to replace/rehab them, no federal program current exists within the FRA or FTA that is appropriately structured to address these shared benefit "mega-projects" and their unique challenges. Therefore, it is necessary to establish a new, multi-modal program to overcome these challenges by providing dedicated investment for these "mega projects". This proposed multi-modal program would be funded through the Office of the Secretary (OST), similar to TIGER/BUILD, but once the grant is awarded by OST, the authority to administer and oversee the grant funds would be transferred to either the FRA or FTA, depending on the project and grant recipient. Below is requested bill language:

OFFICE OF THE SECRETARY

NORTHEAST CORRIDOR BRIDGES, TUNNELS, AND STATIONS

For capital investments in railroad infrastructure on the Northeast Corridor as defined by 24904(e) of title 49, United States Code, \$6,649,000,000, to remain available until expended: *Provided*, That the Secretary of Transportation shall distribute amounts made available under this heading as grants to be awarded to the National Railroad Passenger Corporation, a State, local, or Tribal government, transit agency, port authority, metropolitan planning organization, political subdivision of a State or local government, or a collaboration among such entities: *Provided further*, That the federal share shall provide not less than 90 percent of the total project cost: *Provided further*, That projects eligible for amounts made available under this heading shall include railroad bridges, stations, or tunnels with a total project cost not less than \$400,000,000 or other associated capital projects that enable the travel time, service frequency and other performance objectives of the Selected Alternative in the 2017 NEC FUTURE Record of Decision: *Provided further*, That such projects are included in the Northeast Corridor Service Development Plan as required by 24904(d) of title 49 or, should such plan not be published by October 1, 2021, are included in the most recent Capital Investment Plan as required by 24904(a) of title 49, United States Code or the most recent General and Legislative Annual Report as required by 24315(b) of title 49, United States Code: *Provided further*, That notwithstanding sections 24319(g) and 24905(c)(1)(A)(i) of title 49, United States Code, the division of the non-federal share shall be determined by the project sponsor and its partners for each individual project and shall not constitute cross-subsidization of commuter rail passenger transportation: *Provided further*, That

when the National Railroad Passenger Corporation is the lead project sponsor on a project that uses funds provided under this Heading, the domestic buying preference of subsection (f) of section 24305 of title 49, United States Code, shall apply to the project, regardless of the Administration of the funding for the project.

Surface Transportation Board, Office of Passenger Rail: Increase the STB's appropriation by \$4,000,000 and include the below report language:

SURFACE TRANSPORTATION BOARD
SALARIES AND EXPENSES

Office of Passenger Rail.—Consistent with its statutory authority, the Board play a critical role in intercity passenger rail issues, such as investigating the performance of Amtrak trains, and considering cases involving Amtrak's rights to access host railroad lines on reasonable terms for the operation of existing and additional trains. To perform this duty optimally, the Committee believes the establishment of an Office of Passenger Rail can provide focused engagement on these important topics and that additional staffing and resources are necessary to support these duties given the historical funding levels available for this work. Therefore, the Board is directed to establish and staff in FY 2022 a new Office of Passenger Rail to supplement the other six offices that support the Board. The additional funding provided in this bill would fund 15 new full-time equivalent positions within the new Office of Passenger Rail.

Commerce, Justice, Science, and Related Agencies

Preference Enforcement: Include the below report language:

U.S. DEPARTMENT OF JUSTICE
LEGAL ACTIVITIES
SALARIES AND EXPENSES, GENERAL, LEGAL ACTIVITIES
(INCLUDING TRANSFER OF FUNDS)

Preference Enforcement Report.—Since 1973, the U.S. Attorney General has had the sole authority to bring a civil action in a district court when a rail carrier violates Amtrak's right to preference over freight transportation. Unfortunately, the Attorney General has only used this authority once in Amtrak's entire history, back in 1979. The Department is directed to work with the U.S. Department of Transportation and Amtrak to identify potential cases where Amtrak's statutory right to preference may have been violated. Within 180 days of enactment, the Department shall provide a report to the House and Senate Committees on Appropriations, the Senate Committee on Commerce, Science and Transportation, and the House Committee on Transportation

and Infrastructure describing the potential violations identified and indicating whether or not the Department will bring a civil action in district court.

Homeland Security

Amtrak Security: Within the Homeland Security Appropriations bill, Congress provides annual funding to support rail security as part of the Federal Assistance account. Congress provided such funding for several years at a level of \$25,000,000; however, in more recent years this amount has been reduced to \$10,000,000 per year. Amtrak greatly appreciates this federal support, but the nation's intercity passenger rail security needs far exceed the current appropriation level. Therefore, Amtrak is requesting that Congress restore the funding level to \$25,000,000 as was originally intended and appropriated.

Amtrak's Economic Benefits for America

Amtrak trains serve more than 500 locations across the continental United States – more separate locations than are served by all the scheduled airlines combined. While Amtrak can do so much more than it does today, it is important that remember the critical role Amtrak service already plays in support economies and communities, large and small, across the nation.

The value of Amtrak's network is not just its ability to link a few large cities to one another, but also in how the same rails connect rural communities, small towns, and cities with these metropolitan hubs while also connecting towns to smaller local cities. These connections knit regions together and enhance the quality of life, as Amtrak connects people with the economic, educational, healthcare, and cultural resources they need. The marvel of Amtrak's network is how much value it offers

Annually, Amtrak service:

- Generates \$8.3B (separate from the \$4B in Amtrak fares)
- Directly supports 80,000 jobs
- Indirectly supports 20,000 travel & tourism jobs
- Prevents a substantial number of traffic fatalities, injuries, and the costs associated with them

to communities already served and how much more value it could bring if its scope were expanded to reach the communities that are underserved, or not served at all, by Amtrak.

A train's unique strength is its ability to serve numerous intermediate markets that, on their own, would never attract airline service but can be connected safely and efficiently by a longer regional route. These trains unlock the value of these smaller segments – tapping into small towns while bringing the larger communities' resources into convenient reach of more people. Prior to the COVID-19 Pandemic, Amtrak's long-distance trains saw roughly one fifth of their passengers traveling the full length of the route (a pattern associated with discretionary, leisure travel, particularly for those passengers enjoying our first-class accommodations). The other four fifths of passengers were traveling along shorter segments of the longer route, consisting of family members visiting relatives, business people meeting with customers, students traveling to schools, patients traveling to hospitals, and many other people moving around the country on their own terms, without being stuck in traffic or even without needing a car or having to travel significant distances from their own communities in order to access the bus or airline networks that today are serving fewer locations as they focus on larger markets. Train service, while not immune to its impacts, is also more resilient in the face of harsh weather, which is especially important for remote communities.

Amtrak trains are thus engines of the economy, and while they provide this mobility to their passengers, they also offer important employment opportunities for the people who operate the system. Engineers, conductors, and train attendants who serve onboard, station agents who work across the network, and the maintenance forces who service the trains at their various

terminals and regional maintenance facilities all hold high-quality jobs with strong benefits which help stabilize the communities they serve. In addition, the railroad spends billions each year on goods and services; our procurements are subject to both statutory and regulatory domestic preference requirements, and we are proud to meet or exceed all such requirements. This rich supplier network employs even more people whose livelihood rests upon the economic activity associated with Amtrak. In cities and towns, stations represent hubs of economic activity, offering services to travelers who in turn spend in the communities through which they travel. These cascading benefits help sustain small towns and bring vitality to hundreds of communities across the country.

A pre-COVID-19 Amtrak study found that Amtrak and its passengers generate economic impacts of \$8.3 billion annually (excluding Amtrak fares, which typically totaled about \$4.0 billion in the pre-COVID-19 period). Our service indirectly supports over 80,000 jobs through its daily operations. This number increases to 100,000 if the indirect effects of tourism and supplier impacts are considered. Deducting Federal investment in Amtrak, this represents a net contribution of \$6.9 billion in 2015. Other studies show that nearly six jobs across the U.S. are created for every job in the railroad industry. Additionally, by avoiding travel by automobile, and the consequent potential for accidents, injuries, and fatalities, Amtrak helps save a substantial number of lives and produces an annual estimated cost avoidance of \$253 million.

Passenger trains bring with them some other inherent advantages which are more important now than ever. They are significantly safer than travel by automobile. Passenger trains are also substantially more energy efficient. This makes train travel an increasingly popular choice as people embrace greener, more sustainable choices. In addition, train travel allows travelers more control over how they spend their travel time, as people are freed from the need to drive and to endure the discomfort of airports and airline travel. The comfort of larger seats and the ability to move around a train and take advantage of Amtrak's many amenities are attracting a new generation of traveler and Amtrak is determined to meet these passengers' needs to become the preferred choice across the nation.

Rural populations, senior citizens, people with disabilities, and people without the means or desire to own their own car have limited mobility choices. Trains offer a uniquely enabling form of transportation for these people and ensuring access for these communities that rely on Amtrak service, while at the same time working to expand the reach of our network, is a key goal of ours.

For more on our long distance services, and the plans we have to improve our trains' performance and amenities, please see The Role of Long Distance Service in the Appendix.

Amtrak Response to Administration Budget

On April 9, the Administration released its FY 2022 discretionary funding request, which proposed \$2.7 billion for Amtrak's base operating and capital needs. This request represents a 35% increase above pre-COVID-19 funding levels appropriated in FY 2019, and we commend the Administration for its commitment to Amtrak. An increase for our base needs, in conjunction with the additional \$1.772 billion included in Amtrak's \$3.878 billion request that is still needed to address the continuing impacts of COVID -19 in FY 2022, represents an important down payment towards addressing the financial needs of intercity passenger rail. In addition, it is Amtrak's understanding that the Administration's FY 2022 request assumes a separate \$80 billion capital investment in Amtrak and rail as proposed in the American Jobs Plan. This robust investment in intercity passenger rail as proposed by the Administration is both visionary and completely appropriate. We thank the Administration for its bold vision to help Amtrak replace and rehabilitate its aged assets and expand its network to reach more of America.

As illustrated throughout this document, Amtrak has identified more than \$3.8 billion in federal support that is necessary in FY 2022. Our grant request takes into account the lower ridership and revenue and added expense that we forecast as a result of the continued impacts of the pandemic. Full funding of this amount will be necessary to continue the progress Amtrak has made in returning our network to pre-pandemic levels and advancing our vital capital program; without sufficient funding, our service, employees, and critical capital projects could be at risk.

Asset Category Descriptions

The Fixing America's Surface Transportation (FAST) Act established two Amtrak accounts: the National Network (consisting of long distance and state supported services) and the Northeast Corridor. Amtrak and the FRA also established five asset lines, and the following summaries from the FRA's October 2018 document "Amtrak Account Structure Overview: Methodology and Definitions" will provide useful context for this grant request.¹ This document explains that "Asset Lines represent the business activities and resources required to manage Amtrak's assets and deliver the needs of the Service Lines."

Transportation means the train crew operating trains on the road, crew providing on-board services on the trains (for example, service attendants, café attendants), on-board food and beverage supplies, commissary contract operations and management, diesel fuel and electric propulsion costs, host railroad maintenance of way and performance incentive payments, dispatching, passenger inconvenience payments, commissions, passenger claims, connecting bus service, and the management, supervision, and support required to perform activities listed here.

Equipment means the management and maintenance of Amtrak-controlled locomotives, cars, and trainsets, train servicing, crew moving equipment in terminal yards, maintenance of facilities where equipment is maintained, and the management, supervision and support required to perform activities listed here. This service line also includes any preventive maintenance and minor repair performed by external vendors or contractors to maintain the locomotives, cars, trainsets, and non-revenue equipment. Work related to Amtrak's fleet strategy is also included in this Asset Line.

Infrastructure means management and safe maintenance of Amtrak-controlled fixed assets, and the management, supervision, and support required to provide a safe and reliable railroad. Fixed assets include but are not limited to track and associated materials, communication and signal, electric traction propulsion generation and transmission, tunnels, bridges, culverts, rights-of-way, signs, real property, and associated air rights buildings. It excludes stations and facilities where equipment is maintained.

Stations means all passenger rail stations served by Amtrak trains, with a focus on Amtrak controlled stations and elements of other stations for which Amtrak has legal responsibility or where it intends to make capital investments. This includes the maintenance and operation of such facilities that serve one or multiple routes, and their related management, supervision, and support.

National Assets are defined as the Nation's core rail assets shared among Amtrak services, including: systems for reservations, security, training and training centers, and other assets associated with Amtrak's national rail passenger transportation system. **Corporate Services** are defined to include company-wide functions, such as, legal, finance, government affairs, human resources, information technology, etc.

¹ <https://railroads.dot.gov/elibrary/amtrak-account-structure-overview-methodology-and-definitions>

II. Northeast Corridor

Overview of the Northeast Corridor

The 457-mile Northeast Corridor (NEC) main line connects the Northeast's major metropolitan areas – including Boston, New York, Philadelphia, Baltimore, and Washington, D.C. – which rely on Amtrak's *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 Massachusetts Bay Transportation Authority (MBTA) owns the NEC right-of-way from the Rhode Island-Massachusetts state line up to Boston South Station: it is operated and maintained by Amtrak on behalf of MBTA.

Several 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 the Passenger Rail Investment and Improvement Act (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.



Prior to the pandemic, approximately 820,000 weekday trips were 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.

Transportation (NEC)

Revenue and Other Sources	\$246,063,259
Base Grant Request	\$179,420,313
+ Reauthorization Grant Request	\$0
Total Grant Request	\$179,420,313
TOTAL (Grant + Revenue and Other Sources)	\$425,483,572

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
Engineering Vehicle Acquisition	\$1,006,879	\$3,817,243	\$4,824,123
Ivy City Potable Water System (DC)	\$89,395	\$1,220,284	\$1,309,680
Wilmington Training Center (DE)	\$14,337	\$903,439	\$917,776
NEC Trip Time Reduction	\$280,261	\$1,387,992	\$1,668,254
IT (Customer Wi-Fi, Food & Beverage Enhancements, Integrated Labor Management System)	\$857,574	\$21,958,663	\$22,816,237
New Amfleet ICT Program (Facilities Modification)	\$0	\$34,315,066	\$34,315,066
Other Capital Expenses	\$3,443,684	\$2,356,049	\$5,799,730
Operating & Debt Expenses	\$240,371,129	\$113,461,577	\$353,832,706
Base Sub-Total	\$246,063,259	\$179,420,313	\$425,483,572
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
n/a	\$0	\$0	\$0
Additional Investment Sub-Total	\$0	\$0	\$0
Grand Total (Base Needs + Reauth Proposal)	\$246,063,259	\$179,420,313	\$425,483,572

Equipment (NEC)

Revenue and Other Sources	\$645,381,240
Base Grant Request	\$477,938,996
+ Reauthorization Grant Request	\$0
Total Grant Request	\$477,938,996
TOTAL (Grant + Revenue and Other Sources)	\$1,123,320,236

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
Engineering Equipment Heavy Overhauls	\$1,437,334	\$5,514,292	\$6,951,626
Sunnyside Yard Service Platform Upgrade	\$29,111	\$8,030,721	\$8,059,832
Rolling Stock Heavy Overhauls	\$2,253,512	\$5,098,467	\$7,351,978
Electric Traction Maintenance Equip. Acquisition	\$385,281	\$1,247,503	\$1,632,784
Engineering Adv. Technology Track Inspection	\$1,159,707	\$2,697,361	\$3,857,068
Engineering Major Equip. Acq. (NEC Share)	\$0	\$90,918,079	\$90,918,079
New England Facilities	\$64,556	\$3,097,011	\$3,161,567
New York Facilities (NY)	\$367,323	\$1,207,163	\$1,574,486
System Train Wash Upgrades (MA, NY)	\$99,384	\$3,496,512	\$3,595,896
Amfleet I Overhauls	\$14,538,625	\$20,054,829	\$34,593,454
New Amfleet ICT Program (Equipment, Technology, Project Mgmt., and Training)	\$0	\$108,043,200	\$108,043,200
Other Capital Expenses	\$363,144,842	\$18,487,753	\$381,632,596
Operating & Debt Expenses	\$261,901,565	\$210,046,106	\$481,947,671
Base Sub-Total	\$645,381,240	\$477,938,996	\$1,123,320,236
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
n/a	\$0	\$0	\$0
Additional Investment Sub-Total	\$0	\$0	\$0
Grand Total (Base Needs + Reauth Proposal)	\$645,381,240	\$477,938,996	\$1,123,320,236

Infrastructure (NEC)

Revenue and Other Sources (Base)	\$1,125,295,308
+ Revenue and Other Sources (Reauth)	\$99,006,706
Base Grant Request	\$745,148,932
+ Reauthorization Grant Request	\$432,809,200
Total Grant Request	\$1,177,958,131
TOTAL (Grant + Revenue and Other Sources)	\$2,402,260,146

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
B&P Tunnel Replacement (MD)	\$0	\$257,470,316	\$257,470,316
Gateway: New Portal Bridge Construction (NJ)	\$55,235,665	\$0	\$55,235,665
Turnout (Track Switch) Renewals	\$31,439,745	\$10,479,915	\$41,919,660
Track Laying System Concrete Tie Replacement	\$9,841,953	\$29,525,859	\$39,367,812
PRIIA 212 – Basic Infrastructure Renewal - Capital Contribution	\$0	\$32,436,116	\$32,436,116
New York Track Maintenance Program (NY)	\$7,310,085	\$21,252,785	\$28,562,870
New York Penn Infrastructure Renewal (NY)	\$13,454,421	\$11,461,173	\$24,915,594
Clark to Ham Constant Tension Catenary Upgrade (NJ)	\$27,624,397	\$0	\$27,624,397
Track Undercutting	\$11,206,681	\$11,079,216	\$22,285,897
Mid-Atlantic South Track Maintenance	\$2,648,067	\$17,721,682	\$20,369,749
Wood Tie/Timber Replacement	\$3,923,042	\$11,769,127	\$15,692,169
Newark & Davis Interlocking (DE)	\$15,686,234	\$0	\$15,686,234
Virginia Rail Transformation (NEC Share) (VA)	\$0	\$15,403,500	\$15,403,500
Mid-Atlantic North Track Maintenance	\$6,997,996	\$5,725,633	\$12,723,629
Susquehanna River Bridge Replacement (MD)	\$0	\$12,651,940	\$12,651,940
Brill to Landlith Overhead Catenary (PA, DE)	\$0	\$11,993,657	\$11,993,657
East River Tunnels Rehabilitation (NY)	\$0	\$4,858,598	\$4,858,598
Gateway: Hudson River Tunnel – New Property Acquisition (NY)	\$0	\$605,761	\$605,761
Connecticut River Bridge Replacement (CT)	\$102,022	\$361,294	\$463,316
Penn Coach Yard <i>Acela</i> Facility (PA)	\$5,321,521	\$18,747,818	\$24,069,339
Sunnyside Yard Upgrades (NY)	\$1,255,788	\$20,703,479	\$21,959,267
Gateway: Dock Bridge Rehabilitation (NJ)	\$8,248,663	\$33,115,295	\$41,363,958
Other Capital Expenses	\$163,012,176	\$209,154,272	\$372,166,448
Operating & Debt Expenses	\$288,257,422	\$9,237,257	\$297,494,679
Base Sub-Total	\$1,125,295,308	\$745,148,932	\$1,870,444,240
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
Gateway Property Acquisition (NY, NJ)	\$0	\$166,307,775	\$166,307,775
Gateway Hudson Tunnel Planning, Design and Construction	\$0	\$99,317,444	\$99,317,444
Gateway Penn Station Expansion Design & Construction	\$0	\$16,118,858	\$16,118,858
Wilmington to Baltimore HSR Upgrade Planning (DE, MD)	\$0	\$17,794,242	\$17,794,242
NEC Connect 2035 Projects (E.g., Bush River Bridge, Gunpowder Bridge)	\$99,006,706	\$115,343,244	\$214,349,950
Other Additional Capital Expenses	\$0	\$17,927,637	\$17,927,637
Additional Investment Sub-Total	\$99,006,706	\$432,809,200	\$531,815,906
Grand Total (Base Needs + Reauth Proposal)	\$1,224,302,014	\$1,177,958,131	\$2,402,260,146

Stations (NEC)

Revenue and Other Sources	\$163,877,876
Base Grant Request	\$148,483,998
+ Reauthorization Grant Request	\$154,743,705
Total Grant Request	\$303,227,703
TOTAL (Grant + Revenue and Other Sources)	\$467,105,579

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
NY Penn Station - 7 th Ave./32 nd St. Entrance Renovation	\$12,166,112	\$22,414,043	\$34,580,156
Baltimore Station - Master Development Agreement	\$4,158,904	\$17,320,393	\$21,479,297
Washington Union Station – 2 nd Century Master Plan Prog.	\$5,205,340	\$13,609,579	\$18,814,919
NY Penn Station South Environmental Impact Study	\$2,062,663	\$15,963,752	\$18,026,415
Washington - Subbasement Structural Replacement	\$4,945,172	\$13,045,161	\$17,990,333
Gray 30th Street Station Redevelopment Partnership	\$1,905,267	\$14,745,603	\$16,650,871
ADA Compliance and Platforms Programs	\$0	\$4,485,034	\$4,485,034
New Carrollton Station - <i>Acela</i> Improvements	\$14,903,760	\$0	\$14,903,760
Washington Union Station - Track 22 and Improvement	\$3,095,972	\$8,538,785	\$11,634,757
Passenger Information Display Systems Program (PIDS)	\$1,023,226	\$3,461,808	\$4,485,034
Other Capital Expenses	\$35,117,303	\$34,899,840	\$70,017,141
Operating & Debt Expenses	\$79,294,157	\$0	\$79,294,157
Base Sub-Total	\$163,877,876	\$148,483,998	\$312,361,874
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
NY Penn Interim Improvements (HVAC, 8 th Ave. Entrance/Canopies, Circulation improvements, restrooms, rotunda refresh, etc.)	\$0	\$58,497,081	\$58,497,081
NY Penn Long-term Improvements (Long-term plan for station reconstruction with MTA and NJ Transit)	\$0	\$66,764,501	\$66,764,501
Moyনিহান Train Hall (restrooms, exterior improvements, metropolitan lounge, doors, etc.)	\$0	\$1,848,607	\$1,848,607
Washington Union Station (HVAC, canopy roof, platforms, and crew base improvements, etc.)	\$0	\$2,897,500	\$2,897,500
Other Additional Capital Expenses	\$0	\$24,736,016	\$24,736,016
Additional Investment Sub-Total	\$0	\$154,743,705	\$154,743,705
Grand Total (Base Needs + Reauth Proposal)	\$163,877,876	\$303,227,703	\$467,105,579

National Assets & Corporate Services (NEC)

Revenue and Other Sources	\$429,524,056
Base Grant Request	\$0
+ Reauthorization Grant Request	\$4,350,000
Total Grant Request	\$0
TOTAL (Grant + Revenue and Other Sources)	\$433,874,057

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
Corporate Technology	\$8,949,486	\$0	\$8,949,486
Safety Technology	\$1,715,840	\$0	\$1,715,840
Customer Technology	\$12,023,801	\$0	\$12,023,801
Employee Technology	\$11,105,338	\$0	\$11,105,338
APD Radio Acquisition	\$2,000,000	\$0	\$2,000,000
Emergency Management Infrastructure Protection	\$5,063,748	\$0	\$5,063,748
Other Capital Expenses	\$3,800,326	\$0	\$3,800,326
Operating & Debt Expenses	\$384,865,518	\$0	\$384,865,518
Base Sub-Total	\$429,524,057	\$0	\$429,524,056
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
National Training Center	\$0	\$4,350,000	\$4,350,000
Additional Investment Sub-Total	\$0	\$4,350,000	\$4,350,000
Grand Total (Base Needs + Reauth Proposal)	\$429,524,056	\$4,350,000	\$433,874,057

III. National Network

Overview of the National Network

The Amtrak National Network consists of two types of passenger services – 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 state partners. 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 consistent with PRIIA Section 209. 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.

In 2008, 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 in accordance with this methodology and the accompanying policy. 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

Transportation (NN)

Revenue and Other Sources	\$873,575,340
Base Grant Request	\$111,172,008
+ Reauthorization Grant Request	\$0
Total Grant Request	\$111,172,008
TOTAL (Grant + Revenue and Other Sources)	\$984,749,348

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
New Trainset Program to Replace Amfleet I (Facilities)	\$0	\$41,940,637	\$41,940,637
Engineering Vehicle Acquisition	\$941,363	\$14,462,400	\$15,403,763
Operations – State of Good Repair Improvements	\$588,536	\$2,262,251	\$2,850,786
Install High-Efficiency Lighting and Energy Conservation Measures	\$540,873	\$1,290,875	\$1,831,746
Equipment – Vehicles Camera Installation	\$493,908	\$1,065,659	\$1,559,566
Ivy City Potable Water System Replacement (DC)	\$72,690	\$1,288,214	\$1,360,904
Other Capital Expenses	\$1,247,103	\$0	\$1,247,104
Operating & Debt Expenses	\$869,690,868	\$48,861,974	\$918,552,841
Base Sub-Total	\$873,575,340	\$111,172,008	\$984,749,348
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
n/a	\$0	\$0	\$0
Additional Investment Sub-Total	\$0	\$0	\$0
Grand Total (Base Needs + Reauth Proposal)	\$873,575,340	\$111,172,008	\$984,749,348

Equipment (NN)

Revenue and Other Sources	\$14,430,483
Base Grant Request	\$914,957,745
+ Reauthorization Grant Request	\$65,200,000
Total Grant Request	\$980,157,745
TOTAL (Grant + Revenue and Other Sources)	\$994,588,228

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
New Trainset Program to Replace Amfleet I (Rolling Stock, Facilities, Technology, Project Management, Training)	\$0	\$121,877,739	\$121,877,739
Diesel Locomotive Acquisition	\$128,585	\$78,801,531	\$78,930,116
Engineering Major Equipment Acquisition	\$0	\$50,408,051	\$50,408,051
Superliner I Overhauls & ADA Restrooms	\$1,779,722	\$62,840,413	\$64,620,134
Corridor Development – Equipment (see Tab IV for complete list of proposed routes)	\$0	\$11,482,440	\$11,482,440
Superliner II Overhauls	\$62,058	\$20,266,382	\$20,328,439
Amfleet II Overhauls	\$1,314,710	\$18,891,972	\$20,206,682
Amfleet I Overhauls	\$7,059,756	\$25,843,223	\$32,902,979
Engineering Equipment Acquisition	\$0	\$3,536,164	\$3,536,164
Chicago Power Plant Revitalization Facility (IL)	\$0	\$10,526,637	\$10,526,637
Wheel Truing Facility	\$158,465	\$3,415,072	\$3,573,537
Empire Facilities	\$15,276	\$603,195	\$618,471
West Facilities	\$0	\$3,661,793	\$3,661,793
Central Facilities	\$0	\$4,160,632	\$4,160,632
ADA Compliance - Rolling Stock	\$0	\$2,361,632	\$2,361,632
Long Distance Single Level (LDL) - Bag Overhauls	\$0	\$4,600,301	\$4,600,301
Diesel Switcher Overhauls	\$271,623	\$3,147,190	\$3,418,813
Viewliner II Overhauls	\$229,632	\$10,923,434	\$11,153,066
Train Wash Upgrades (FL, IL, LA, MA, NY, WA)	\$375,295	\$5,714,306	\$6,089,601
Surfliner Overhauls	\$166,715	\$1,882,191	\$2,048,905
Horizon Overhauls	\$529,935	\$5,983,270	\$6,513,205
Long Distance Single Level (LDL) Acquisition Program	\$0	\$14,860,339	\$14,860,339
Second Avenue Yard Capacity (WA)	\$915,117	\$2,384,883	\$3,300,000
LAUPT Rail Yard Rehabilitation (LA)	\$272,729	\$4,997,271	\$5,270,000
Superliner & Viewliner Refresh	\$30,858	\$14,042,656	\$14,073,514
Harrisburg Train Shed Rehabilitation (PA)	\$1,058,262	\$11,941,738	\$13,000,000
Amtrak Locomotive Simulator	\$0	\$4,646,578	\$4,646,578
Other Capital Expenses	\$61,747	\$17,114,848	\$17,176,595
Operating & Debt Expenses	\$0	\$339,041,862	\$394,041,862
Base Sub-Total	\$14,430,483	\$914,957,745	\$929,388,228
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
Corridor Development – Equipment (see Tab IV for complete list of proposed routes)	\$0	\$65,200,000	\$65,200,000
Additional Investment Sub-Total	\$0	\$65,200,000	\$65,200,000
Grand Total (Base Needs + Reauth Proposal)	\$14,430,483	\$980,157,745	\$994,588,228

Infrastructure (NN)

Revenue and Other Sources	\$21,477,220
Base Grant Request	\$528,398,542
+ Reauthorization Grant Request	\$784,581,192
Total Grant Request	\$1,312,979,735
TOTAL (Grant + Revenue and Other Sources)	\$1,334,456,955

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
Empire Line Upgrades (NY)	\$772,602	\$10,424,005	\$11,196,607
Spuyten Duyvil Bridge Upgrades (NY)	\$273,177	\$3,513,486	\$3,786,664
Springfield Line Upgrades (MA)	\$1,591,239	\$2,799,530	\$4,390,770
Virginia Rail Transformation (NN Share) (VA)	\$0	\$87,286,500	\$87,286,500
Zoo to Paoli Catenary Structure Upgrade (PA)	\$0	\$20,225,827	\$20,225,827
Zoo Interlocking Project (PA)	\$711,499	\$2,452,615	\$3,164,114
Southwest Chief Jansen-Lamy Track Improvements (NM)	\$0	\$10,050,000	\$10,050,000
Turnout (Track Switch) Renewals	\$3,998,888	\$19,581,452	\$23,580,340
Systemwide Environmental Remediation (CA, DC, DE, FL, GA, LA, MO, ND, NJ, NY, PA)	\$151,555	\$3,876,247	\$4,027,802
Other Capital Expenses	\$13,978,260	\$257,918,581	\$275,967,607
Operating & Debt Expenses	\$0	\$110,270,300	\$110,270,300
Base Sub-Total	\$21,477,220	\$528,398,542	\$549,875,763
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
Network Hub Improvement Program (IL)	\$0	\$375,000,000	\$375,000,000
Corridor Development – Infrastructure (see Tab IV for complete list of proposed routes)	\$0	\$321,960,000	\$321,960,000
I-ETMS and Host RR PTC Installation	\$0	\$29,981,931	\$29,981,931
S-Line Rail Replacement (NC, VA)	\$0	\$22,986,147	\$22,986,147
Double-Sided Platform Additions	\$0	\$19,987,954	\$19,987,954
<i>Downeaster Service Extension (ME)</i>	\$0	\$2,213,294	\$2,213,294
Other Additional Capital Expenses	\$0	\$12,451,866	\$12,451,866
Additional Investment Sub-Total	\$0	\$784,581,192	\$784,581,192
Grand Total (Base Needs + Reauth Proposal)	\$21,671,741	\$1,312,979,735	\$1,334,456,955

Stations (NN)

Revenue and Other Sources	\$3,807,974
Base Grant Request	\$508,289,623
+ Reauthorization Grant Request	\$103,796,295
Total Grant Request	\$612,085,918
TOTAL (Grant + Revenue and Other Sources)	\$615,893,892

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
ADA Compliance Stations	\$0	\$264,636,107	\$264,636,107
Chicago Union Facility – SOGR	\$0	\$10,393,862	\$10,393,862
Passenger Information Display Systems Program (PIDS)	\$0	\$6,264,966	\$6,264,966
Washington Union Station - 2 nd Century Master Plan Prog.	\$79,125	\$2,530,838	\$2,609,963
Coatesville PA New Station Design	\$2,319,815	\$0	\$2,319,815
Washington Union Station - Track 22 Platform/Station Improvement	\$51,560	\$1,642,626	\$1,694,186
Other Capital Expenses	\$1,357,474	\$61,330,217	\$62,687,691
Operating & Debt Expenses	\$0	\$161,491,007	\$161,491,007
Base Sub-Total	\$3,807,974	\$508,289,623	\$512,097,597
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
Chicago Union Station (critical façade, concourse, and ventilation improvements and platform expansion)	\$0	\$59,000,000	\$59,000,000
Additional Systemwide Station Improvement Programs (roofing, HVAC, signage, flooring, furniture, lighting, and other misc. improvements)	\$0	\$15,756,295	\$15,756,295
Corridor Development (stations for new corridors)	\$0	\$29,040,000	\$29,040,000
Additional Investment Sub-Total	\$0	\$103,796,295	\$103,796,295
Grand Total (Base Needs + Reauth Proposal)	\$3,807,974	\$612,085,918	\$615,893,892

National Assets & Corporate Services (NN)

Revenue and Other Sources	\$516,301,290
Base Grant Request	\$0
+ Reauthorization Grant Request	\$4,350,000
Total Grant Request	\$4,350,000
TOTAL (Grant + Revenue and Other Sources)	\$520,651,290

The table below shows the planned FY 2022 key capital projects, operating expense, and debt expense associated with these assets and the anticipated sources of funding for each investment area. The table provides a high-level overview both of how the baseline funds would be distributed as well as what additional investment consistent with Amtrak's reauthorization proposal would accomplish for the nation.

	Revenue & Other Sources	Federal Grant Request	Total
Base Request			
Corporate Technology	\$16,248,109	\$0	\$16,248,109
Safety Technology	\$3,115,168	\$0	\$3,115,168
Customer Technology	\$21,829,638	\$0	\$21,829,638
Employee Technology	\$20,162,135	\$0	\$20,162,135
APD Radio Acquisition	\$2,000,000	\$0	\$2,000,000
Emergency Management Infrastructure Protection	\$5,063,748	\$0	\$5,063,748
Other Capital Expenses	\$1,477,665	\$0	\$1,477,665
Operating & Debt Expenses	\$446,404,829	\$0	\$446,404,829
Base Sub-Total	\$516,301,290	\$0	\$516,301,290
Additional Investment Consistent with Amtrak's Reauthorization Proposal			
National Training Center	\$0	\$4,350,000	\$4,350,000
Additional Investment Sub-Total	\$0	\$4,350,000	\$4,350,000
Grand Total (Base Needs + Reauth Proposal)	\$516,301,290	\$4,350,000	\$520,651,290

IV. Amtrak's Reauthorization Proposal

Summary of Amtrak's Reauthorization Proposal

Amtrak is proposing a reauthorization of intercity passenger rail programs as part of a larger five-year surface transportation authorization. Our legislative proposals would help improve and modernize the infrastructure and other assets of the Northeast Corridor, maintain and improve all 15 long distance routes, and support the first five years of Amtrak's 15-year Corridor Development Plan. Below are some of the key highlights of Amtrak's reauthorization proposal:

FUNDING AND FINANCING

- **Authorization of Appropriations** – Amtrak proposes robust authorization levels for FY 2022 – FY 2026 for Amtrak and DOT programs.

Table 3 (\$, millions)						
Account or Program	FY22	FY23	FY24	FY25	FY26	TOTAL
Grants to Amtrak						
Northeast Corridor						
Basic Investment Program	786	723	1,046	1,108	1,310	4,973
Asset Improvement and Modernization Program	1,380	1,244	4,159	3,651	5,742	16,176
Temp. Pandemic Risk Mitigation for Sec. 212 commuter partners	56	—	—	—	—	56
Subtotal, NEC Grants	2,222	1,967	5,205	4,759	7,052	21,205
National Network						
Long Distance Service	1,368	1,167	1,170	1,346	1,205	6,256
Long Distance Customer Enhancement Program	126	123	527	683	687	2,146
State Supported Service	555	339	353	440	327	2,013
Corridor Development Program	429	983	6,544	7,429	8,370	23,755
Temp. Pandemic Recovery Assistance for Sec. 209 state partners	181	105	61	—	—	346
State Supported Fleet Replacement Assistance Program	169	156	471	373	475	1,644
National Network Hub Improvement Program	375	375	375	375	375	1,875
Subtotal, NN Grants	3,203	3,248	9,500	10,646	11,439	38,035
TOTAL, Grants to Amtrak	5,425	5,215	14,706	15,405	18,491	59,240
Other Grants and Rail Programs						
Passenger Rail Improvement, Modernization, and Expansion	1,000	1,000	1,000	1,000	1,000	5,000
Consolidated Rail Infrastructure and Safety Improvements	500	500	500	500	500	2,500
Restoration and Enhancement	20	20	20	20	20	100
NEC Bridges, Stations, and Tunnels Program	6,649	6,649	5,934	5,934	5,934	31,100
Railroad Rehabilitation and Improvement Financing						
Credit Risk Premium	275	200	200	200	200	1,075
Refund of Premium	70	—	—	—	—	70
Federal Railroad Administration Safety and Operations	248	254	263	271	279	1,315
Federal Railroad Administration Research and Development	100	100	100	100	100	500
Amtrak Office of Inspector General	27	28	28	29	29	141
TOTAL, Other Grants and Rail Programs	8,889	8,751	8,045	8,054	8,062	41,801
GRAND TOTAL, Amtrak and Other	14,314	13,966	22,751	23,459	26,553	101,041
Totals reflect rounding at the "millions" place.						
"Grand Total" does not reflect every federal program that could benefit intercity passenger rail.						

- **Intercity Passenger Rail Trust Fund** — Establish a new Trust Fund to provide robust levels of multi-year, dedicated, predictable funding to support both the Northeast Corridor and the National Network. This funding mechanism will provide parity with other surface transportation modes (highways, most public transit, DOT safety) that already receive their funding via trust fund.
- **Railroad Rehabilitation and Improvement Financing Program (RRIF) Improvements** — Reform RRIF to promote greater utilization of existing loan authority, including by refunding certain borrowers' credit risk premia (CRP) that are owed to them by the federal government; covering the CRP costs for certain new loans (similar to TIFIA loans); extending and reforming loan authority for transit-oriented development, which could benefit both small and large communities; and clarifying that loan proceeds can count towards the non-federal share of a project's cost for the purposes of federal grants.
- **Greater Flexibility in How States Can Spend Federal Highway Trust Fund (HTF) Money** — Offer states the option of spending a share of their HTF formula funds on intercity passenger rail. Each state could "flex" a percentage of its relevant apportionment up to the percentage of funds in the HTF that are not deposited from user-fees.

NORTHEAST CORRIDOR ASSETS

- **Amtrak's NEC Grant** — Reauthorize Amtrak's existing NEC grant at robust funding levels. With increased funding, Amtrak would continue to fund basic renewal of its infrastructure assets as it does today, but we would also address state-of-good-repair (SOGR) backlog and asset improvement issues, which previous inadequate levels of funding over the past 50 years has never allowed us to advance.
- **All-Electric NEC** — Transition all regularly-scheduled intercity and commuter passenger rail service on the NEC main line to electric or other technologically advanced propulsion equipment by the start of FY 2030, with reasonable exceptions. Develop plans, including timelines and funding requirements, to achieve "carbon-free" operations within Amtrak's NEC territory (making it the first carbonless intercity corridor in the U.S. operated by any mode of transportation) and across the whole of Amtrak's network.
- **Temporary Pandemic Risk Mitigation for Sec. 212** — Authorize federal funds to Amtrak to help Amtrak's NEC commuter partners with their baseline capital charges (BCCs) if necessary, as states recover from the impacts of the pandemic. This is a similar approach to how Congress provided emergency assistance in FY 2021.

- **NEC Bridges, Stations, and Tunnels (BeST) Program** – Authorize a new multi-modal program to fund both the intercity passenger rail and the public transit shares of the major bridge, station, and tunnel projects on the NEC. This program would replace the need for Amtrak and transit agencies to separately secure funding through the FRA, the FTA, and other competitive grant programs to advance these major, shared-benefit projects. The program would be authorized to support the following programs, projects, and initiatives:

Table 4				
NEC BeST Projects (North to South)		State	Total Approx. Project Cost	FY22-26 Federal Auth. Request
			(billions)	
1	Boston South Station Expansion	MA	\$2.3	\$0.2
2	Warwick/T.F. Green Airport Station Expansion	RI	\$0.2	\$0.2
3	Hartford Station Relocation	CT	\$0.6	\$0.3
4	Connecticut Bridge Replacement Program (Conn. River [SPG], Conn. River [SLE], Devon, Saugatuck, Walk, Cos Cob)	CT	\$4.7	\$1.9
5	New Haven and Stamford Station Improvements	CT	\$0.2	\$0.2
6	Pelham Bay Bridge Replacement	NY	\$0.5	\$0.1
7	Penn Station NY Reconstruction Master Plan	NY	\$5.5	\$2.0
8	Gateway Program – Penn Station NY Expansion	NY	\$10.9	\$7.8
9	Gateway Program – Hudson Tunnel Project	NY/NJ	\$11.6	\$6.7
10	Gateway Program – Additional Projects (Sawtooth Bridge, Dock Bridge, Harrison 4 th Track, Portal South Bridge, Bergen Loop, Secaucus Station, NJT Rail Yard)	NJ	\$9.3	\$1.7
11	Newark Penn Station Improvements	NJ	\$0.5	\$0.2
12	Philadelphia Gray 30 th Street Station District Plan	PA	\$0.4	\$0.3
13	Maryland Bridge Rehabilitation and Replacement Program (Susquehanna, Bush River, Gunpowder)	MD	\$3.5	\$1.8
14	B&P Tunnel Program (and enabling projects)	MD	\$4.8	\$1.8
15	Baltimore Penn Station Master Plan	MD	\$0.1	\$0.1
16	Washington Union Station Plan	DC	\$10.7	\$2.3
17	NEC Trip Time and Capacity Improvement Program (specific projects under development by NEC Commission's CONNECT NEC 2035 program)	ALL	\$11.2	\$3.5
TOTAL			\$77.0	\$31.1
<i>All figures are estimates and subject to further analysis</i>				

NEW CORRIDOR ROUTES AND IMPROVEMENTS TO EXISTING STATE SUPPORTED SERVICE

- **Corridor Development Program** – Provide funding under Amtrak's National Network grant to initiate, operate, improve, and expand high-potential corridor service. Utilizing this funding, Amtrak can use its existing authorities to partner with the Federal Railroad Administration, states, localities, and others to quickly advance network improvement and growth, augmenting the traditional federal discretionary grant method with an efficient and proven path to network expansion. Under Amtrak's proposal,

the corporation could cover up to 100% of the initial capital and most of the operating costs over a five-year period, after which the new service or frequency would continue under an updated cost sharing methodology set to be developed by the State-Amtrak Intercity Passenger Rail Committee (SAIPRC) pursuant to Section 209 of PRIIA in FY 2022.

Table 5			
Expense	Period	Amtrak	States
Initial Capital	Per-service	Up to 100%	As little as 0%
Operating and Additional Capital	Year 1	Up to 100%	As little as 0%
	Year 2	Up to 100%	As little as 0%
	Year 3	Up to 90%	As little as 10%
	Year 4	Up to 80%	As little as 20%
	Year 5	Up to 50%	As little as 50%
	Year 6 +	PRIIA Sec. 209 cost share	

Amtrak would carry out this program across the nation in close collaboration with states and other partners, in ways that 1) reflected their needs and plans, and 2) gave all parties the flexibility to develop and agree to an appropriate division of responsibility, with either Amtrak or its partners leading a given development as appropriate. Relevant processes would be developed or carried out in cooperation with the FRA; plans for development of a given corridor would be subject to final approval by U.S. DOT. The proposed program could also support increases in service frequency for less-than-daily Long Distance routes and certain specific investments in corridor service (e.g., new route segments in Canada or Mexico) at no long-term cost to Amtrak's partners.

- **Temporary Pandemic Recovery Assistance for Sec. 209** — Authorize federal funds to Amtrak for three years to help Amtrak's state partners cover costs under Sec. 209 of PRIIA; costs have increased due to the COVID-19 pandemic and resultant reductions in ticket revenue.
- **State Supported Fleet** – As part of Amtrak's National Network grant, authorize sufficient funding for Amtrak to support the ongoing procurement of new single level trainsets to replace our Amfleet I equipment, which is more than 40 years old.
- **State Supported Service and SAIPRC Improvements** – Make several updates to promote greater transparency and increased stakeholder participation, including: providing for an update of SAIPRC's existing cost methodology policy; and ensuring that SAIPRC periodically update its goals, objectives, and the rules governing its proceedings; explicitly empowering SAIPRC to conduct certain business when DOT and FRA representatives are absent; and other improvements.
- **Congestion Mitigation and Air Quality Improvement (CMAQ)** – Allow states to use CMAQ funds to cover operating and capital costs for state supported corridor routes, irrespective of whether such routes serve current non-attainment areas. This change

would make it easier for states to initiate, improve, or expand intercity passenger rail service, and to help alleviate highway congestion and improve air quality in advance of having attained poor air quality.

HOST RAILROAD ISSUES

- **Preference Enforcement** – To better uphold Amtrak trains’ existing right to preference in dispatching on a host railroad’s tracks (essentially, the right to go first when two trains are in each other’s way), authorize Amtrak to bring civil actions against hosts that fail to provide such preference. (Dispatching preference is key to achieving good on-time performance.) The U.S. attorney general’s existing, little-used authority to enforce preference rights on Amtrak’s behalf would remain in place.
- **Additional Trains** – Create an impartial, clearly-defined new process by which the Surface Transportation Board can settle disputes between Amtrak and host railroads over Amtrak’s use of such hosts’ tracks or facilities to provide new or additional service. Such process would determine whether a proposed use would unreasonably impair freight transportation, and either promptly provide Amtrak with access (if no impairment exists) or determine a remedy for identified impairments, with Amtrak receiving access upon implementation of such remedy.

LONG DISTANCE SERVICE

- **Long Distance Service** – As part of Amtrak’s National Network grant, authorize sufficient funds to cover the operating and capital costs for all of Amtrak’s 15 long distance routes. The recommended authorization levels would support new long distance passenger equipment to replace Superliners and Amfleet IIs.
- **Long Distance Customer Enhancement Program** – In addition to the aforementioned funding for long distance service, authorize a separate program to improve the customer experience on long distance trains. This program would support: Wi-Fi service; experiential food and beverage service; interior refreshes; and enhanced stations, among other improvements.

SAFETY

- **Positive Train Control** – Within five years, require Amtrak and its host railroads to utilize a PTC system or achieve PTC-equivalent levels of safety on all rail lines over which regularly-scheduled Amtrak intercity passenger rail trains operate (including in Canada and Mexico) other than rail lines within passenger terminals.
- **Safety Improvements** – Authorize numerous new and/or amended provisions to improve safety for passenger rail, including: standardizing operating practices, and studying a potential standardization of signals; improving safety data collection and sharing industry-wide; addressing problems at specific high-incident grade crossings; making

assault of passenger rail personnel a specific federal crime; and developing occupant protection systems regulations for new passenger rolling stock if appropriate, among other changes.

WORKFORCE DEVELOPMENT

- Include robust funding levels for the FRA's Research and Development account, and explicitly state that workforce development is an eligible activity in its authorization of appropriations.

Summary of *Amtrak Connects US* Corridor Development Plan

Demographic projections for the coming century suggest that Americans will increasingly inhabit major “megaregions” anchored by one or more urban areas. The growth of these cities, and the regions between them, will result in tremendous demand for the intercity transportation that Amtrak is perfectly suited to provide.

It is these corridors between population centers, generally separated by fewer than 500 miles, where Amtrak sees an opportunity for intercity passenger rail service to provide unique benefits, not only to the inhabitants of the endpoint locations, but to the residents of the towns in between.

After studying these travel market trends, Amtrak has developed a new vision for how it can better serve America by working with states and localities to add new routes and frequencies to connect more people to more places, without resorting to costly investments in the tapped-out highway system. A timely investment in America’s mobility would provide far-reaching economic stimulus to help struggling local economies while creating jobs in the railroad, construction, and supporting industries that will result in growth across the country.

Population growth, shifting travel preferences, congestion on other modes, notable service gaps, and concern over impacts of climate change all combine to underscore the importance of a new vision for how intercity rail can serve the nation’s transportation needs. This plan does not propose eliminating or restructuring any long distance or other trains but is entirely additive to existing service.

Throughout 2019 and 2020, Amtrak conducted outreach and site visits with numerous stakeholders representing more than 25 states to discuss our vision

By 2035, Amtrak’s plan will:

- Create up to 39 new corridor routes
- Improve as many as 25 existing corridors
- Serve up to 166 more cities
- Extend corridor service into up to 16 additional states
- Serve up to 20 million additional annual riders compared to FY 2019
- Generate over \$800 million in additional annual revenue compared to FY 2019
- Support approximately 3,400 additional Amtrak jobs
- Rely on trains that use 33% less energy per passenger-mile than airliners

for corridor development. In particular, Amtrak officials met with Governors’ offices, state departments of transportation, state legislators, and Joint Powers Authorities, as well as with mayors, city council members, chambers of commerce, and the general public. Amtrak shared proposed route maps and illustrative schedules, discussed possible station locations, and explained how proposed federal programs could assist in establishing these new routes.

Many state and local officials provided useful feedback which we have incorporated, and Amtrak plans to continue to work closely with these stakeholders.

While taxpayers around the nation help fund Amtrak, many are served only by infrequent long distance trains, or no Amtrak trains at all. Adding more Amtrak service will help ensure that more taxpayers have access to the quality intercity passenger rail service that they help fund. Notably, Amtrak's corridor expansion plan would also help to reduce both racial and economic inequities. Many locations within the United States that have significant minority populations, particularly in the South, are under-served by Amtrak's current intercity passenger rail network. This plan's focus on adding service to these communities and regions will help address that inequality, while bringing good jobs and new economic opportunities to communities across the nation.

This plan proposes that Amtrak undertake a program of investment, in partnership with U.S. DOT and the states, to improve, expand, or initiate service across America. Between funds provided to Amtrak directly under this proposal and discretionary federal grants awarded by the Federal Railroad Administration, we believe service could be improved or initiated along approximately sixty intercity passenger rail corridors across the continental U.S. over the next 15 years. As it is infeasible for this many corridors to be planned, developed, funded, and implemented simultaneously, Amtrak will work to create an initial implementation plan to identify a sequence of development based on appropriate factors and in coordination with U.S. DOT and in consultation with state and local governments, host railroads, and other stakeholders. Upon completing this plan, Amtrak would transmit it to Congress. Subject to Congress providing the necessary funding and policy elements, Amtrak stands ready to engage with state partners who wish to begin to implement this plan.

Why Amtrak?

Countries around the world organize their intercity passenger rail planning, development and service efforts around a national railroad. This is no accident, since a national passenger rail carrier provides significant capabilities and efficiencies and creates the right accountability structure for the ultimately successful performance and operation of the network. In the United States, Amtrak – with its presidentially-appointed and Senate-confirmed Board of Directors, including the Secretary of Transportation – is in a unique position to bring technical leadership, speed and efficiency, and organizational capabilities to partnerships with U.S. DOT, states, localities, host railroads, and others

Fundamentally, a national rail carrier like Amtrak provides the federal government – its owner – with the capabilities, knowledge, and economies of scale that are necessary to efficiently and repeatedly establish new services with full consideration of the impacts on, and maximal alignment and coordination with, the existing network. This reduces costs through volume buying

and speeds implementation by leveraging the carrier's experience in establishing and maintaining corridors. Intercity passenger rail service is a complex mix of safe operating practices, technology, regulation, crew management, customer service, risk management, legal compliance, and scores of other tasks dispersed over a wide geography. It is particularly daunting to start this from scratch – except if you have a partner who has done it over and over for fifty years.

Amtrak brings subject matter experts with regulatory and technical knowledge of every discipline involved in providing intercity passenger rail service. This extends beyond knowledge to physical capital. As the national passenger rail carrier, Amtrak already has staff, stations, terminals, and servicing facilities around the country. These are a logical and efficient base of operations to leverage for new and expanded corridor operations. The cost of this plan would be significantly higher and implementation timeframes significantly longer if Amtrak's existing infrastructure were not used or leveraged, but instead had to be duplicated. Additionally, we urge Congress and the Administration to avoid fragmenting capital investment decisions from operating, railroad access, and the other critical elements that must be integrated into investment decisions to produce effective service results on the ground. As Amtrak has witnessed in the past, such fragmentation will likely lead to long, sequential processes that delay the impact of improvements, add cost, and impede the obligation of funds.

Amtrak also has unique statutory capabilities that are of great benefit to our state partners, including the right to improve, extend, or start new routes, the right of access to the host railroad network, right of preference over freight transportation, and, if necessary, even condemnation rights of railroad and non-railroad property. Plus, we have a strong reputation among hosts for safe, trustworthy operation and for living up to our indemnification obligations.

Amtrak continues to become an ever more efficient rail operator. As one testament to that, Amtrak has recently won competitive open bids to provide operations services to commuter railroads (Metrolink and MARC Penn Line). We also bring multimodal connections through our Thruway bus network, which uses integrated bus-rail ticketing to allow customers to extend their journey beyond Amtrak's rail network with a single ticket. Thruway serves almost as many bus stations nationwide as Amtrak has rail stations.

With Amtrak as operator, each corridor connects to our national network, putting our reservation and ticketing systems to work to allow residents of each region access to nearly the entire nation.

Amtrak is prepared to support implementation and operation of the larger network proposed here. We are currently undertaking an internal review of the skills and resources that would be necessary to assist state partners in implementing this vision for growth. If funding is provided to implement this plan, Amtrak is prepared to increase the scale of our operation and business processes as necessary based on our experience to ensure success.



Amtrak Connects US: A Vision to Grow Rail Service Across America

New or improved routes to add millions more passengers over 15 years

With a growing and diverse population, a global climate crisis and longer traffic jams, America needs a rail network that offers frequent, reliable, sustainable, and equitable train service. Amtrak has the vision and expertise to deliver it.

Our 2035 Vision

Transformative benefits

- ✓ Safely connects people and communities
- ✓ Lowers carbon emissions
- ✓ Reduces traffic
- ✓ Addresses the climate change crisis
- ✓ Provides equity across cities & regions
- ✓ Creates more jobs

New places

- ✓ Up to 160+ more communities
- ✓ Corridor service in up to 16 new states

Better service

- ✓ Up to 30+ potential new routes
- ✓ Up to 20+ existing routes with more trips

More people

- ✓ 20 million more passengers than the 32 million served in FY 2019

Amtrak's Value Proposition

Amtrak is America's Railroad

- 32 million riders in FY 2019
- 500+ communities served

Efficient operations

- Most financially efficient passenger rail operator in the U.S.
- 90%+ on-time passengers in Northeast
- Best-in-class 84% customer satisfaction

50 years of service to the country

- Created by Congress to provide passenger rail service to the country as other railroads turned to freight only.
- We have rights to access all existing rail lines for passenger trains.

Better rail service means cleaner air, less traffic, and happier people.

- Traveling on Amtrak emits up to 83% fewer greenhouse gases than driving and up to 73% fewer than flying.
- Improved rail service brings local and regional economic benefits from riders and employees who live, work, and visit in the area.
- In some cities, people spend more than 80 hours a year in traffic – that's equivalent to two weeks of vacation down the drain. Population growth will make this much worse without better alternatives like rail.
- Expanding rail service helps combat inequality in transportation.
- Amtrak can fill the gaps created by airlines and bus carriers that have steadily reduced service in many communities across the country.

Vision would expand or improve rail service for 20 million more riders.

- Population growth and future U.S. transportation needs support the development of corridor routes that could efficiently serve 160 additional diverse communities.
- Amtrak has met with stakeholders across the U.S. – state officials, mayors, businesses, and others – to identify their local needs and expectations. Our vision incorporates this input and we will work in partnership with stakeholders to grow and improve passenger rail.
- Our vision builds upon Amtrak's national network of long-distance trains, integrating new and improved corridors into our existing system.

Today's challenge: America has changed, but our rail network has not.

- Many of the country's biggest and fastest growing metropolitan areas, with diverse populations, don't have the rail service they deserve.
- Major cities like [Houston](#), [Atlanta](#), and [Cincinnati](#) have service that is simply inadequate, with trains that only stop once a day and often in the middle of the night. Other cities like [Las Vegas](#), [Nashville](#), [Columbus](#), [Phoenix](#), and [Wichita](#) don't have Amtrak service at all!
- Millions of people, including large populations of people of color, do not have access to a reliable, fast, sustainable, and affordable passenger rail option. This is neither fair nor equitable.

What we need from Congress

Significant government funding is required to support passenger rail around the world, and the U.S. is no different. We need enhanced funding and tools to build and operate these new and improved routes, including:

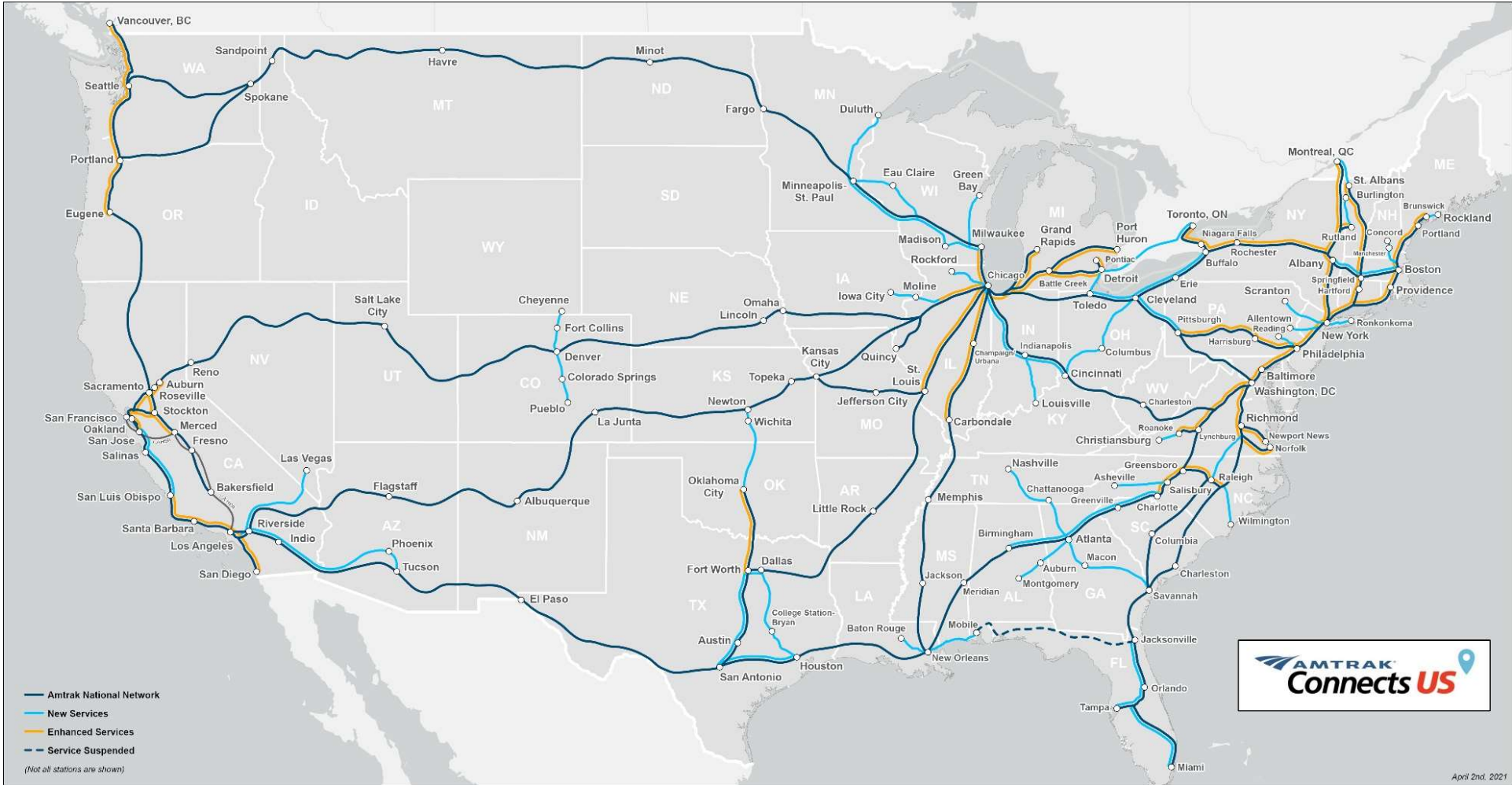
- ✓ **Funding** – Increased federal funding for Amtrak's National Network Grant to support operating and capital costs for new and improved corridor routes.
- ✓ **Fair Access** – A streamlined and expeditious process for accessing freight rail lines and determining reasonable capacity improvements.
- ✓ **On-Time Trains** – New enforcement tools for Amtrak's existing right to preference over freight trains to ensure our riders arrive on time.

Why Amtrak?

- Congress created Amtrak for this very purpose – to connect America by rail on behalf of the federal government.
- Amtrak has the national capabilities and expertise in place to operate these new routes – *today*.
- Amtrak is the only entity that offers a comprehensive national rail network that connects people across states.
- Amtrak has the right to access all existing rail infrastructure, the most efficient and cost-effective way to expand passenger rail service in shared corridors.

AmtrakConnectsUs.com

An Overview of Amtrak's Expansion Proposal



Over the next 15 years, Amtrak proposes, in partnership with the Federal Railroad Administration, states, and others, to initiate 39 new corridor routes and improvements to 25 existing corridor routes.

New Routes

Los Angeles – Las Vegas
 Los Angeles – Coachella Valley
 Los Angeles – Phoenix – Tucson
 San Luis Obispo – San Jose
 Phoenix – Tucson
 Pueblo – Denver – Cheyenne
 San Antonio – Fort Worth – Dallas
 Houston – Dallas – Fort Worth
 San Antonio – Houston
 Minneapolis – Duluth
 Chicago – Milwaukee – Madison
 Chicago – Milwaukee – Green Bay
 Chicago – St. Paul
 Chicago – Moline – Iowa City
 Chicago – Rockford
 Chicago – Detroit – Toronto
 Chicago – Indianapolis – Louisville
 Chicago – Indianapolis – Cincinnati
 Cleveland – Detroit – Pontiac
 Cleveland – Columbus – Cincinnati
 Boston – Manchester – Concord
 Boston – Albany
 New York – Buffalo – Cleveland
 New York – Philadelphia – Reading
 New York – Scranton
 New York – Allentown
 NEC locations – NY Penn – Ronkonkoma, NY
 Raleigh – Wilmington, NC
 Asheville – Salisbury
 Atlanta – Charlotte
 Atlanta – Nashville
 Atlanta – Savannah
 Atlanta – Montgomery
 Atlanta – Birmingham
 New Orleans – Mobile
 New Orleans – Baton Rouge
 Jacksonville – Orlando – Tampa
 Orlando – Miami
 Tampa – Miami

Improvements to Existing Routes (frequencies, extensions, and/or speed)

Sacramento – Oakland – San Jose
 Bakersfield – Oakland / Sacramento
 San Diego – Los Angeles – San Luis Obispo
 Seattle – Portland – Eugene
 Chicago – Milwaukee
 Chicago – St. Louis
 Chicago – Carbondale
 Chicago – Detroit – Pontiac
 Chicago – Grand Rapids
 Chicago – Port Huron
 Fort Worth – Oklahoma City – Newton, KS
 Boston - Portland - Brunswick - Rockland, ME
 New York – Rutland – Burlington, VT
 Washington – New York – Montreal (via VT)
 New York – Montreal (via Albany)
 New York – Albany
 Albany – Buffalo – Toronto
 New York – Philadelphia – Harrisburg
 New York – Philadelphia – Pittsburgh – Cleveland
 NEC locations - D.C. – Richmond
 NEC locations - D.C. – Norfolk
 NEC locations - D.C. – Newport News
 NEC locations – D.C. – Roanoke - Christiansburg
 Richmond – Raleigh (via shorter route)
 Charlotte – Raleigh

V. Appendix

Infrastructure Proposal

On March 31, 2021, the Administration released its American Jobs Plan, a comprehensive proposal to invest in transportation, water, energy, housing, and other infrastructure, aimed at combating climate change, creating jobs, and helping to address racial injustices. The plan included historic levels of investment in Amtrak and rail; in particular, the American Jobs Plan proposed the following:

“Invest in reliable passenger and freight rail service. The nation’s rail networks have the potential to offer safe, reliable, efficient, and climate-friendly alternatives for moving people and freight. However, unlike highways and transit, rail lacks a multi-year funding stream to address deferred maintenance, enhance existing corridors, and build new lines in high-potential locations. There are currently projects just waiting to be funded that will give millions more Americans reliable and fast inter-city train service. President Biden is calling on Congress to invest \$80 billion to address Amtrak’s repair backlog; modernize the high traffic Northeast Corridor; improve existing corridors and connect new city pairs; and enhance grant and loan programs that support passenger and freight rail safety, efficiency, and electrification.”

Amtrak commends this proposal and the Administration’s commitment to Amtrak and intercity passenger rail. In response, Amtrak has identified a number of projects, on the Northeast Corridor and the National Network, that fit the goals of the President’s plan for investment in rail. Below is an illustrative list of Amtrak programs, projects, and initiatives that could advance if Congress provides robust investment to Amtrak. This list is meant to be illustrative for what could be advanced utilizing the \$80 billion proposed in the American Jobs Plan, but it is not meant to be exhaustive of every Amtrak project.

\$16 billion to address Amtrak’s repair backlog (on the National Network)

- New equipment for state supported trains
- New equipment for long distance trains
- ADA improvements and compliance
- Chicago Union Station improvements
- Stations and facilities improvements and development

\$39 billion to modernize the high-traffic Northeast Corridor

- New equipment for *Northeast Regionals*
- B&P Tunnel replacement in Baltimore

- Gateway Program:
 - Hudson Tunnel Project, including North River Tunnel rehabilitation
 - Sawtooth Bridge replacement
 - New York Penn Expansion Project
- Susquehanna River Bridge replacement
- East River Tunnel rehabilitation
- Connecticut River Bridge replacement
- Washington Union Station Second Century Plan
- Baltimore Penn Station Master Plan
- Philadelphia Gray 30th Street Station Redevelopment Partnership
- NEC trip time improvements and alignment modifications

\$20 billion to improve existing corridors and connect new city pairs

- Amtrak Connects US – Corridor Development Program (Amtrak’s National Network grant) and FRA discretionary grant programs
- Virginia Rail Transformation
- S-Line (between Petersburg, Va. and Raleigh, N.C.)
- Gulf Coast

\$5 billion to support passenger and freight rail safety, efficiency, and electrification

- Climate sustainability, mitigation, and resiliency projects
- Positive train control (PTC)
- Amtrak-freight shared benefit projects

FY 2022 Grant Request – Asset Lines

Table 6			
Asset Category	Northeast Corridor	National Network	Total
Infrastructure			
<i>Base Amount ("Base")</i>	\$745,148,932	\$528,398,542	\$1,273,547,474
<i>Additional Amount Consistent with Amtrak Reauthorization Proposal ("Reauthorization")</i>	\$432,809,200	\$784,581,192	\$1,217,390,392
<i>Sub-Total</i>	\$1,177,958,131	\$1,312,979,735	\$2,490,937,866
Equipment			
<i>Base</i>	\$477,938,996	\$914,957,745	\$1,392,896,741
<i>Reauthorization</i>	\$0	\$65,200,000	\$65,200,000
<i>Sub-Total</i>	\$477,938,996	\$980,157,745	\$1,458,096,741
Stations			
<i>Base</i>	\$148,483,998	\$508,289,623	\$656,773,621
<i>Reauthorization</i>	\$154,743,705	\$103,796,295	\$258,540,000
<i>Sub-Total</i>	\$303,227,703	\$612,085,918	\$915,313,621
Transportation			
<i>Base</i>	\$179,420,313	\$111,172,009	\$290,592,322
<i>Reauthorization</i>	\$0	\$0	\$0
<i>Sub-Total</i>	\$179,420,313	\$111,172,009	\$290,592,322
National Assets & Corporate Services			
<i>Base</i>	\$0	\$0	\$0
<i>Reauthorization</i>	\$4,350,000	\$4,350,000	\$8,700,000
<i>Sub-Total</i>	\$0	\$0	\$0
Funding in lieu of Payments			
<i>Sec. 209 state payments</i>	\$0	\$180,700,000	\$180,700,000
<i>Sec. 212 commuter BCCs</i>	\$56,000,000	\$0	\$56,000,000
Takedowns			
<i>Base</i>	\$12,779,961	\$15,339,090	\$28,119,051
<i>Reauthorization</i>	\$0	\$0	\$0
<i>Sub-Total</i>	\$12,779,961	\$15,339,090	\$28,119,051
Total			
<i>Base</i>	\$1,619,772,201	\$2,258,857,008	\$3,878,629,209
<i>Reauthorization</i>	\$591,902,904	\$957,927,488	\$1,549,830,392
<i>Sub-Total</i>	\$2,211,675,105	\$3,216,784,496	\$5,428,459,601

This page, and the following Service Line page, are two views of the same request, broken down by different reporting structures.

FY 2022 Grant Request – Service Lines

Table 7			
Service Line	Northeast Corridor	National Network	Total
NEC Service Line			
<i>Base</i>	\$1,064,477,253	\$0	\$1,064,477,253
<i>Reauthorization</i>	\$1,995,536,375	\$0	\$1,995,536,375
<i>Sub-Total</i>	\$3,060,013,628	\$0	\$3,060,013,628
State Supported Service Line			
<i>Base</i>	\$0	\$694,625,517	\$694,625,517
<i>Reauthorization</i>	\$0	\$94,240,000	\$94,240,000
<i>Sub-Total</i>	\$0	\$788,865,517	\$788,865,517
Long Distance Service Line			
<i>Base</i>	\$0	\$1,232,281,374	\$1,232,281,374
<i>Reauthorization</i>	\$0	\$104,963,625	\$104,963,625
<i>Sub-Total</i>	\$0	\$1,337,244,999	\$1,337,244,999
Infrastructure Access			
<i>Base</i>	\$481,395,537	\$116,867,656	\$598,263,193
<i>Reauthorization</i>	\$299,460,528	\$775,978,168	\$1,075,438,696
<i>Sub-Total</i>	\$780,856,065	\$892,845,824	\$1,673,701,889
Ancillary Services			
<i>Base</i>	\$5,119,449	\$19,043,372	\$24,162,821
<i>Reauthorization</i>	\$0	\$0	\$0
<i>Sub-Total</i>	\$5,119,449	\$19,043,372	\$24,162,821
Funding in lieu of Payments			
<i>Sec. 209 state payments</i>	\$0	\$180,700,000	\$180,700,000
<i>Sec. 212 commuter BCCs</i>	\$56,000,000	\$0	\$56,000,000
Takedowns			
<i>Base</i>	\$12,779,961	\$15,339,090	\$28,119,051
<i>Reauthorization</i>	\$0	\$0	\$0
<i>Sub-Total</i>	\$12,779,961	\$15,339,090	\$28,119,051
Total			
<i>Base</i>	\$1,619,772,201	\$2,258,857,009	\$3,878,629,209
<i>Reauthorization</i>	\$591,902,904	\$957,927,488	\$1,549,830,392
<i>Sub-Total</i>	\$2,267,675,105	\$3,216,784,496	\$5,428,459,601

This page, and the preceding Asset Line page, are two views of the same request, broken down by different reporting structures.

FY 2020 and FY 2021 Statement of Operating Revenue and Expenditures

Table 8				
(All \$ in millions)	Actual FY 2020	Plan FY 2021	Year-Over-Year Change	
			\$	%
Ticket Revenue (Adjusted)	1,238.3	592.4	(645.9)	(52.2%)
Food & Beverage	30.8	19.9	(10.9)	(35.3%)
State Supported Train Revenue	342.1	185.7	(156.4)	(45.7%)
Subtotal Passenger-Related Revenue	1,611.2	798.0	(813.2)	(50.5%)
Ancillary Revenue	350.1	337.4	(12.7)	(3.6%)
Other Core Revenue	303.2	305.8	2.6	0.9%
Total Operating Revenue	2,264.5	1,441.2	(823.3)	(36.4%)
Salaries, Wages & Benefits	1,958.7	1,963.0	4.3	0.2%
Train Operations	275.6	224.3	(51.3)	(18.6%)
Fuel, Power, & Utilities	215.5	190.0	(25.5)	(11.8%)
Materials	150.1	117.0	(33.1)	(22.1%)
Facility, Communication & Office	164.2	200.2	35.9	21.9%
Advertising & Sales	56.6	43.8	(12.8)	(22.6%)
Casualty & Other Claims	58.6	40.2	(18.4)	(31.4%)
Professional Fees & Data Processing	218.0	173.7	(44.3)	(20.3%)
All Other Expense	128.3	189.8	61.5	47.9%
Transfer to Capital & Ancillary	(172.0)	(176.6)	(4.6)	(2.7%)
Total Operating Expense	3,053.6	2,965.3	(88.3)	(2.9%)
Adjusted Operating Earnings	(789.1)	(1,524.1)	(735.0)	(93.1%)

Note: Adjusted Operating Revenues and Expenses are non-GAAP figures.

FY 2020 Annual Operations Report

Table 9

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)/ Passenger-mile (\$)
<i>Acela</i>	1,656,764	315,810,659	n/a	313,963,211	257,950,181	1.22	0.18
<i>Northeast Regional</i>	4,486,760	692,235,942	n/a	362,006,678	418,998,409	0.86	(0.08)
NEC Special Trains & Adjustments	3,880	621,150	n/a	7,056,717	9,938,455	0.71	(4.64)
Northeast Corridor	6,147,404	1,008,667,751	n/a	683,026,606	686,887,046	0.99	(0.00)
<i>Adirondack</i>	44,214	12,749,998	56%	6,777,981	7,078,755	0.96	(0.02)
<i>Blue Water</i>	98,173	18,926,066	73%	14,202,503	13,783,598	1.03	0.02
<i>Capitol Corridor</i>	898,007	60,045,281	58%	48,839,352	55,903,301	0.87	(0.12)
<i>Carolinian</i>	150,365	40,524,645	44%	19,002,793	17,129,782	1.11	0.05
<i>Cascades</i>	343,497	53,184,793	61%	42,227,737	43,872,642	0.96	(0.03)
<i>Downeaster</i>	269,454	21,771,416	55%	12,818,144	13,322,257	0.96	(0.02)
<i>Empire South</i>	655,021	78,303,681	28%	45,875,418	58,186,064	0.79	(0.16)
<i>Empire West/Maple Leaf</i>	231,078	66,845,322	41%	29,193,127	31,038,571	0.94	(0.03)
<i>Ethan Allen</i>	23,275	4,429,303	48%	2,937,961	2,773,069	1.06	0.04
<i>Hearland Flyer</i>	41,801	7,378,568	79%	6,502,733	6,854,160	0.95	(0.05)
<i>Hiawatha</i>	403,112	32,422,065	35%	15,333,070	17,462,256	0.88	(0.07)
<i>Illini/Saluki</i>	159,981	26,645,107	70%	15,745,667	15,616,315	1.01	0.00
<i>Illinois Zephyr/ Carl Sandburg</i>	100,286	16,500,701	75%	11,558,856	12,171,197	0.95	(0.04)
<i>Keystone</i>	783,764	68,208,973	37%	42,236,497	52,977,735	0.80	(0.16)
<i>Lincoln Service</i>	334,540	61,615,238	52%	21,084,659	29,510,040	0.71	(0.14)
<i>Missouri River Runner</i>	86,398	16,682,351	70%	11,544,781	11,739,065	0.98	(0.01)
<i>Hartford Line</i>	271,048	16,041,609	66%	20,242,107	23,632,402	0.86	(0.21)
<i>Pacific Surfliner</i>	1,397,158	122,159,766	54%	94,492,349	114,962,272	0.82	(0.17)
<i>Pennsylvanian</i>	127,683	28,953,053	64%	22,684,488	14,837,356	1.53	0.27
<i>Pere Marquette</i>	47,236	7,153,828	63%	4,990,836	4,870,308	1.02	0.02
<i>Piedmont</i>	113,891	13,028,304	48%	5,698,975	6,142,621	0.93	(0.03)
<i>San Joaquins</i>	606,728	82,162,675	71%	73,640,071	83,827,031	0.88	(0.12)
<i>Vermont</i>	47,344	12,259,618	32%	5,180,293	6,155,354	0.84	(0.08)
<i>Washington-Roanoke</i>	124,698	28,940,130	27%	11,903,461	10,399,375	1.14	0.05
<i>Washington-Newport News</i>	182,467	36,050,097	8%	12,638,412	17,229,969	0.73	(0.13)
<i>Washington-Norfolk</i>	152,558	37,182,992	36%	16,498,906	15,659,697	1.05	0.02
<i>Washington-Richmond</i>	50,354	7,825,956	67%	8,551,981	3,461,192	2.47	0.65
<i>Wolverine</i>	244,500	53,862,604	48%	24,836,493	24,770,936	1.00	0.00
Non-NEC Special Trains & Adjustments	15,819	455,243	0%	1,392,671	6,579,396	0.21	(11.36)
State Supported	8,004,450	1,032,309,383	53%	648,632,325	721,946,716	0.90	(0.07)
<i>Auto Train</i>	163,556	139,840,380	n/a	57,466,720	79,920,886	0.72	(0.16)
<i>California Zephyr</i>	247,535	155,108,611	n/a	32,777,420	107,630,764	0.30	(0.48)
<i>Capitol Limited</i>	126,997	54,112,138	n/a	11,730,362	42,623,582	0.28	(0.57)
<i>Cardinal</i>	63,223	22,554,489	n/a	5,561,490	27,807,624	0.20	(0.99)
<i>City of New Orleans</i>	132,656	53,320,372	n/a	11,455,108	39,792,199	0.29	(0.53)
<i>Coast Starlight</i>	258,200	116,773,736	n/a	28,000,276	82,899,550	0.34	(0.47)
<i>Crescent</i>	168,055	74,018,341	n/a	20,792,128	65,989,927	0.32	(0.61)
<i>Empire Builder</i>	253,486	161,345,465	n/a	32,418,568	106,462,119	0.30	(0.46)
<i>Lake Shore Limited</i>	220,227	90,650,814	n/a	19,339,832	62,110,262	0.31	(0.47)
<i>Palmetto</i>	199,248	50,691,374	n/a	17,342,624	38,057,827	0.46	(0.41)
<i>Silver Meteor</i>	200,136	109,092,270	n/a	25,650,334	67,856,465	0.38	(0.39)
<i>Silver Star</i>	218,514	98,334,102	n/a	22,332,045	66,153,504	0.34	(0.45)
<i>Southwest Chief</i>	186,470	152,151,726	n/a	27,268,699	98,908,708	0.28	(0.47)
<i>Sunset Limited</i>	55,118	40,923,230	n/a	7,593,360	43,103,318	0.18	(0.87)
<i>Texas Eagle</i>	196,078	90,317,214	n/a	16,990,611	52,433,678	0.32	(0.39)
Long-Distance Adjustments	n/a	n/a	n/a	1,689	753,963	0.00	-
Long Distance	2,689,499	1,409,234,262	n/a	336,721,266	982,504,375	0.34	(0.46)
Total	16,841,353	3,450,211,396	n/a	1,668,380,197	2,391,338,138	0.70	(0.21)

FY 2020 On Time Performance Measure by Route

Table 10

Route	Customer OTP (%)	Endpoint OTP (%)	All Stations OTP (%)
Amtrak System	79.7	82.6	79.7
Northeast Corridor	86.9	88.0	89.9
<i>Acela</i>	87.4	88.4	90.2
<i>Northeast Regional</i>	86.7	87.8	89.9
<i>On Spine Northeast Regional</i>	90.0	81.2	87.0
<i>Richmond/Newport News/Norfolk</i>	83.0	91.4	92.1
<i>Roanoke</i>	79.2	75.5	85.5
<i>Hartford Line</i>	89.1	90.0	92.0
State Supported	80.9	83.2	84.5
<i>Capitol Corridor</i>	85.1	87.0	89.0
<i>Carolinian</i>	77.8	85.3	76.8
<i>Cascades</i>	70.6	72.8	72.3
<i>Downeaster</i>	85.5	72.4	89.4
<i>Empire</i>	82.5	87.5	83.2
<i>Adirondack</i>	77.7	75.1	75.7
<i>Ethan Allen Express</i>	86.1	90.6	90.0
<i>Maple Leaf</i>	71.4	83.8	71.3
<i>New York—Albany</i>	93.0	93.9	95.2
<i>New York—Niagara Falls</i>	69.8	72.2	74.2
<i>Heartland Flyer</i>	68.1	67.2	76.0
<i>Hiawatha</i>	92.5	90.1	94.2
<i>Illinois</i>	74.6	84.9	78.9
<i>Carl Sandburg/Illinois Zephyr</i>	83.2	88.5	88.3
<i>Illini/Saluki</i>	54.1	76.9	58.2
<i>Lincoln Service</i>	81.8	87.1	84.9
<i>Keystone</i>	93.7	91.8	95.1
<i>Michigan</i>	47.3	63.4	66.2
<i>Blue Water</i>	58.6	76.2	79.2
<i>Pere Marquette</i>	68.4	74.4	80.8
<i>Wolverine</i>	38.7	52.8	58.4
<i>Missouri</i>	71.6	75.9	77.3
<i>Pacific Surfliner</i>	80.2	83.6	84.9
<i>Pennsylvanian</i>	80.8	77.4	74.4
<i>Piedmont</i>	77.7	74.0	86.5
<i>San Joaquins</i>	75.5	81.2	82.9
<i>Vermont</i>	84.6	91.0	84.6
Long Distance	58.7	71.0	59.2
<i>Auto Train</i>	61.1	71.3	76.2
<i>California Zephyr</i>	54.2	65.0	53.5
<i>Capitol Limited</i>	45.2	61.3	53.5
<i>Cardinal</i>	65.8	69.6	66.1
<i>City of New Orleans</i>	86.7	92.8	74.1
<i>Coast Starlight</i>	63.6	78.1	68.3
<i>Crescent</i>	46.2	47.3	48.5
<i>Empire Builder</i>	64.4	81.6	65.5
<i>Lake Shore Limited</i>	60.5	77.6	64.5
<i>Palmetto</i>	70.6	73.0	69.0
<i>Silver Meteor</i>	60.7	75.7	65.6
<i>Silver Star</i>	52.0	65.3	57.8
<i>Southwest Chief</i>	55.9	71.3	57.5
<i>Sunset Limited</i>	29.5	37.9	22.4
<i>Texas Eagle</i>	42.3	62.4	47.7

FY 2020 Accomplishments

Amtrak worked steadily over the past fiscal year to prioritize employee and customer safety, advance infrastructure, and fast-track technology improvements even as the ongoing pandemic caused a devastating drop in ridership and revenue. Amtrak quickly pivoted to handle this unprecedented challenge to ensure customers and employees remained healthy, while also continuing to focus on improving intercity passenger rail for the future.

“Our dedicated employees continue to work tirelessly through the pandemic to keep this country moving, advance critical infrastructure and update technology and services, and provide safe transportation to customers,” said Amtrak CEO Bill Flynn.

Business remains well below pre-COVID-19 levels, and based on the current forecast, ridership and revenue are not expected to reach pre-COVID-19 levels by the end of FY 2021.

“Prior to the pandemic, Amtrak set new records for ridership, revenue, and financial performance on its path to achieve operational breakeven in fiscal year 2020, further demonstrating the country’s growing need for rail,” said Amtrak Board Chair Tony Coscia. “We are continuing to make advancements so when customers return, they will find an even better Amtrak.”

Results for FY 2020 (Oct. 2019 - Sept. 2020) include:

- **Safety:** Completed Positive Train Control (PTC) installation, continued advancement of our Safety Management System (SMS)
- **Capital Investment:** Advanced \$1.9 billion in infrastructure and fleet work
- **Ridership:** Provided 16.8 million customer trips, a year-over-year decrease of 15.2 million passengers, owing to the pandemic-related travel demand reductions
- **Operating Earnings:** (\$789.1 million)
- **Total Operating Revenue:** \$2.3 billion, decreased 31.9% over FY 2019

Amtrak highlights in fiscal year 2020 include:

- **COVID-19 Response:** With a full-time medical director and partnership with the George Washington University Milken Institute School of Public Health, we studied, analyzed, and made improvements to the Amtrak travel experience for the safety and health of our employees and travelers. To simplify and safeguard the travel experience, several cleaning, contact-free and safety measures have been implemented, affecting every part of the customer journey; these include requiring face masks at all times, limiting bookings, and signage to promote social distancing and more. Further, through a partnership with RB, the makers of Lysol, Amtrak is enhancing its cleaning and disinfection measures. For a full list of Amtrak’s health and safety protocols, please visit: amtrak.com/coronavirus.

- **Safety:** Continued advancement of the comprehensive Amtrak Safety Management System, resulting in improvements in a broad range of safety metrics. Completed PTC implementation on all Amtrak-owned and controlled track.
- **Diversity & Inclusion:** Published report on diversity to disclose workforce demographics and outline the initiatives we implemented to improve diversity, inclusion, and belonging. We hosted listening sessions with employees, created a Diversity & Inclusion Council, made significant changes to our hiring practices, offered “unconscious bias” training to all employees, and strengthened our relationships with external organizations that support diversity and inclusion.
- **Sustainability:** Continued to reduce greenhouse gas (GHG) emissions, electricity use at facilities, and fuel consumption; cumulative GHG emissions reductions from 2010 levels exceed 20%, with a target of 40% by 2030. Quantified financial impacts to ridership and revenue due to storms and severe weather. Developed a greenhouse gas emissions calculator comparing the impacts of rail versus other travel modes and identified inundation and flood mapping training with instruction from the National Oceanic and Atmospheric Administration.
- **Equipment:** Amtrak tested its new *Acela* trainsets. Efforts also included gathering necessary data needed to meet regulatory requirements, improving facilities, and developing training. By the end of FY 2020, prototype trains had been on the NEC and in Colorado, topping 20,000 miles (32,186 km) on the test track and reaching a speed of 166.8 mph (268.4 kph) at the Transportation Technology Center near Pueblo, Colorado.
- **Stations:** Began refreshing major stations across the country. Examples include: upgrading the ticketed waiting area at New York Penn Station, a major project to increase rail capacity at Washington Union Station, working with New York Gov. Andrew Cuomo and New Jersey Transit on the Penn Master Plan and Penn Expansion projects to upgrade and add more tracks and platforms to the existing station, selecting a team with international expertise to form a master development partnership via ground lease for the renovation of William H. Gray III 30th Street Station, collaborating with New Jersey Gov. Phil Murphy and New Jersey Transit on construction work at four New Jersey train stations (New Brunswick, Trenton Transit Center, Princeton Junction, and Elizabeth), and a construction project to improve accessibility and safety at the Amtrak stop in Ashland, Virginia.
- **Infrastructure:** As an unexpected positive outcome of COVID-19, Amtrak accomplished additional work this summer due to reduced train volumes. For example, our B&P Tunnel concrete slab, tie, and rail replacement work would normally be completed on extended weekend outages. However, an estimated two to three years of work was completed with extended outages this summer. Additionally, crews accomplished over 20% more Sperry rail testing at night over the NEC. Amtrak also took advantage of reduced train frequencies to accelerate data collection efforts in performing LiDAR mapping of infrastructure. What

had originally been planned to take four months working around train operations was reduced to three weeks of continuous measuring.

- **Accessibility:** Invested a record \$109 million on ADA-related design and construction improvement projects at more than 161 locations nationwide, advancing efforts to make stations universally accessible.
- **Technology:** Understanding the importance of convenience and contact-free travel, Amtrak improved and expanded the website and mobile platforms. These updates included customers receiving access to information and services on their mobile devices, such as gate and track notifications at select stations to reduce station board crowding, a capacity indicator icon allowing customers to see how full the train is before booking, and expanded reserved seating on *Acela* Business Class allowing customers to view and select seats before traveling.
- **Product Upgrades:** Launched and expanded several popular programs to provide customers with improved amenities, including the introduction of the carry-on bike program on the *Pennsylvanian* (and increase of the program for most *Northeast Regional* departures and various Northeast State-Supported trains (*Keystone*, *Downeaster*, and Amtrak Hartford Line trains)), broadening of reserved seating to *Acela* Business Class and *Palmetto*, *Vermont*, and *Northeast Regional* Business Class customers, expansion of the pet program to allow customers to travel with their dogs and cats up to 20 pounds onboard weekday *Acela* trains, and debuting of the RideReserve program (requiring customers who purchase multi-ride tickets to confirm their travel on a specific train and date) to reduce crowding and provide a more comfortable ride.

The Gateway Program

The Gateway Program is a transformative set of investments to stabilize, modernize, and expand the busiest, most congested section of the Northeast Corridor. Built in 1910 by the Pennsylvania Railroad, the critical ten-mile territory between Newark Penn Station in New Jersey and Pennsylvania Station in New York hosted 450 daily Amtrak and NJ Transit trains carrying 200,000 daily passengers before the COVID-19 pandemic. Decades of increasingly heavy demand have taken a toll and this fact combined with the disastrous effects of Super Storm Sandy on the century-old North River Tunnel – a single point of failure for the New York/New Jersey economy and the entire NEC – has earned Gateway the oft-cited moniker “most urgent project in America.”

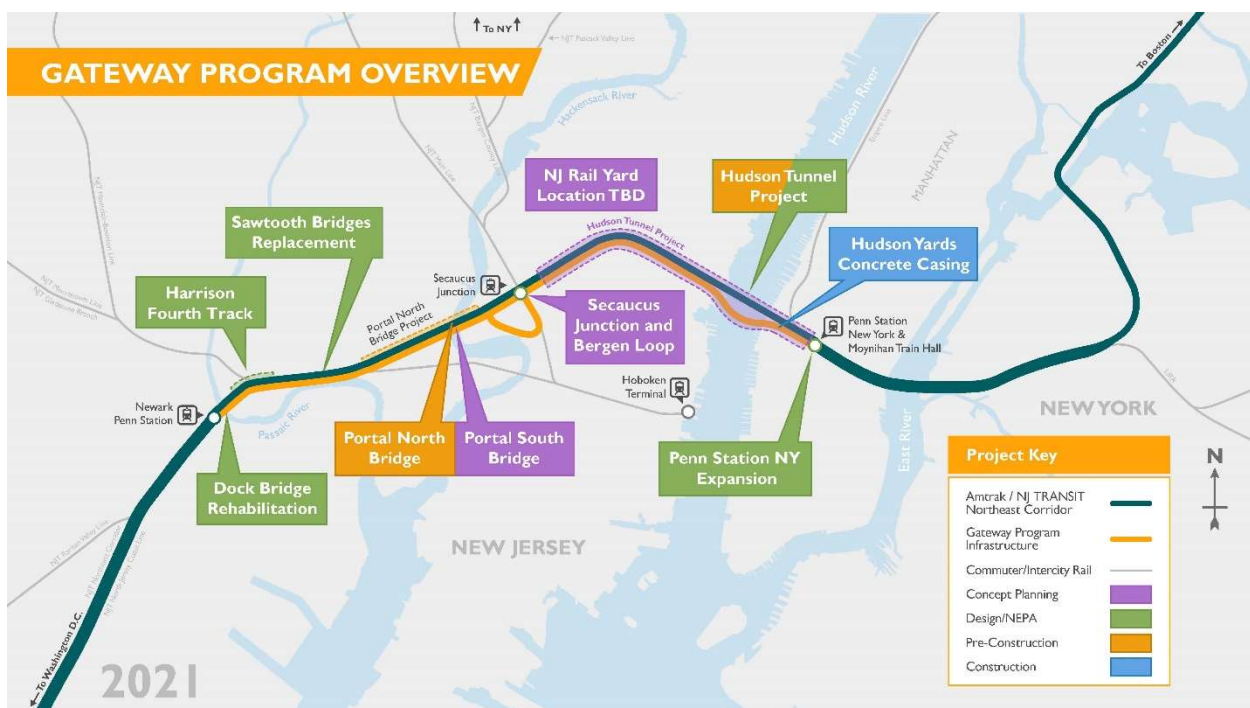
The Gateway Program is designed to be advanced in phases with each individual project (or “element”) of the program providing independent utility in the form of resiliency, redundancy, and/or incremental capacity. Only with the implementation of the full program will the truly transformational nature of Gateway be realized: a doubling of trans-Hudson rail capacity to support future population growth, dramatically improved service reliability, the introduction of one-seat-ride service to New York Penn Station for communities where it does not exist today, and a roster of economic benefits that ripple up and down the NEC and across the country.

Passenger rail is poised to play a major role in the 21st century American economy. We must seize the opportunity before us to make generational investments in programs like Gateway that will reshape the Northeast Corridor and American mobility for the next 100 years.

Overview of Projects

- **Hudson Tunnel Project (HTP):** Construction of a new tunnel under the Hudson River and comprehensive rehabilitation of the existing tunnel resulting in four modern tubes connecting to New York Penn Station.
- **Portal North Bridge (PNB):** Replacement of the century-old moveable bridge that opens for marine traffic and often fails to close properly with a higher-clearance fixed span that will improve reliability, increase train speeds, and add modest capacity.
- **New York Penn Station Expansion:** Needed expansion of track and platform capacity to accommodate additional intercity and commuter service from the west.
- **Sawtooth Bridges:** Replacement and expansion of the existing two-track structure that carries the NEC over PATH, Conrail, and NJ Transit tracks with a four-track alignment in a challenging location involving multiple operators.
- **Hudson Yards Concrete Casing:** Right-of-way preservation project beneath Hudson Yards on the west side of Manhattan in which Amtrak is coordinating closely with the Related Companies and Long Island Rail Road (LIRR).

- **Harrison Fourth Track:** Relocation of PATH track in vicinity of Harrison Station to allow construction of a fourth NEC mainline track.
- **Dock Bridge Rehabilitation:** Structural and operational improvements to the bridge over the Passaic River in Newark, New Jersey including work to fix the bridge in the closed position pending the outcome of a proposed rule change by U.S. Coast Guard.
- **Portal South Bridge:** A twin to Portal North Bridge carrying two more tracks (for a total of four) over the Hackensack River in New Jersey.
- **Secaucus Junction & Bergen Loop:** Loop tracks and platform configurations at Secaucus Junction to provide first-ever one-seat-rides to Manhattan for passengers on NJ Transit's Main, Bergen, and Pascack Valley lines.



Update: Portal North Bridge Funding Agreement

Following an intense negotiation over the Project Development Agreement and Amtrak's role on the Portal North Bridge project, a \$766.5 million Full Funding Grant Agreement (FFGA) between FTA and NJ TRANSIT was executed on January 14, 2021. An Invitation for Bid (IFB) was released shortly thereafter with the goal of starting major construction in 2021. Valuable lessons were learned during the negotiation that will be applied to other Gateway projects that seek funding from various sources (FRA, FTA, etc.).

Summary of FY 2022 Request

Amtrak's FY 2022 request includes critical funds to construct the first of the major Gateway Program elements, Portal North Bridge, advance design of capacity projects, and secure

properties in Manhattan for the expansion of Penn Station New York and the Hudson Tunnel Project right-of-way. The FY 2022 Gateway plan will facilitate construction of the Portal North Bridge project and include funds for the design of the Sawtooth Bridges replacement project, construction of the third and final section of the Hudson Yards Concrete Casing right-of-way preservation project, consultant fees for the design and environmental review for the Penn Station Expansion project, as well as property acquisition in Manhattan for the Penn Station Expansion project and the Hudson Tunnel Project vent plan and construction staging site.

The Role of Long Distance Service

For 50 years Amtrak has been the only provider of long distance passenger rail service in the U.S. and much of Amtrak's identity is tied to its long distance trains. Their rich heritage has played a major role in providing transportation service across the nation and in supporting some of today's high-frequency, high performing state supported corridors. In addition, long distance helps connect many rural communities and offers riders a unique and treasured travel excursion experience supporting many leisure destinations.

While customer demographics, traveler preferences and the competitive landscape have all evolved during our 50-year history, Amtrak's long distance network has largely remained unchanged. However, many in Congress have expressed their support for the existing long distance network, and as such, Amtrak supports the continued operation of all 15 long distance routes as demonstrated in our most recent iteration of our five-year plan.

Still, we feel the *status quo* is not enough; we think it is critical that these long distance trains offer high quality, reliable, trip-time-competitive service, and we hope Congress will provide the federal investment and tools necessary to provide improved service to its constituents.

Long Distance Service Overview

The Long Distance Service provides a safe and unique intercity transportation experience, one that connects the nation's major metropolitan regions with over 300 diverse and varied communities across the country. An alternative to automobiles, buses, and airplanes, long distance routes offer convenient and comfortable transport that contributes to the economic vitality of the communities and regions they serve.

FY 2019 Long Distance Facts

- 15 routes
- 4.6 million passengers
- \$494.6 million gross ticket revenue
- \$109 ticket revenue/passenger
- \$124 public subsidy/passenger

Because of its national reach, Congress plays a pivotal role in support of the long distance network. In FY 2020, the Amtrak National Network received \$1.826 billion in federal support. Of this amount, \$645 million funded operating losses on long distance routes.

Today, there are 15 long distance routes—each running at least 750 miles, with the current network ranging from 780 miles (*Capitol Limited*) to 2,728 miles (*Texas Eagle*). Long distance trains, in conjunction with connecting trains and Thruway buses, provide at least a limited level of connectivity to 47 of the 48 contiguous states.

- 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 end-to-end.
- In FY 2020, reflecting the impact of COVID-19 on overall depressed demand for mass transportation options, these routes carried more than 2.6 million riders and generated almost \$300 million in ticket revenue. This accounted for a sixth and a quarter respectively of Amtrak network-wide totals.

Long distance trains offer customers three classes of service. "Coach class" is available on all trains, offering 2x2 reclining seats, big picture windows, and access to power outlets. "Sleeping class" (customers in private rooms) is available on all the routes except the *Palmetto*. "Business class" is offered on three routes (*Coast Starlight*, *Palmetto*, and *Lake Shore Limited*), offering seating with additional customer amenities. While Coach class represents 82% of trips, private Sleeper rooms account for 38% of ticket revenue. In addition, the average trip in Coach is half of the distance traveled by a customer in a room: 457 vs. 990 miles. Fewer than 10% of trips on these routes are considered business travel, a slight majority of passengers identify themselves as female vs. male, and nearly a third of customers are over the age of 65.

Long Distance: Settling for Less Rather than Expecting the Best

These trains rely heavily on federal support for capital and operating costs, and the uncertainty about future travel demand in the wake of the pandemic represents a major risk for these routes.

Long Distance passengers deserve reliability

Poor on-time performance (OTP) or in plain language, very late trains, on many long distance routes has major negative impacts on ridership, revenues, and costs that in many cases are beyond the company's control. Freight trains caused almost 800,000 minutes (1.5 years!) of delay to passengers in FY 2020 alone. Amtrak needs to have the ability to enforce our dispatching preference rights when host railroads violate federal law by failing to give Amtrak trains preference over freight transportation. Amtrak is seeking to remedy this situation in its reauthorization proposal.

OTP has a significant impact on customer satisfaction. On-time performance weighs heavily in a customer's decision to travel on Amtrak again, and is a factor for future travelers when deciding to make travel plans by train. Long distance has the lowest OTP of any of Amtrak's service lines and – not coincidentally – the highest level of freight train interference delays, driven by some host railroads' failure to give Amtrak trains preference over freight trains, as required by law. To address host railroad and Amtrak-related delays, Amtrak will continue to use a data-driven approach and work with the host railroads to understand the causes of host railroad

and Amtrak responsible delays, opportunities to mitigate them, and the actions required to improve OTP. Collaboration with host railroads has resulted in improved OTP on a few long-distance routes.

Long Distance: Passengers Deserve a Higher Standard in Fleet, Planning, and Acquisition

Long Distance routes rely on Superliner equipment that is over 35 years old. Unlike most of our services where riders travel shorter distances, typically under 250 miles, riders on these routes will travel on average 10 to 20 hours, frequently traveling overnight and sometimes over several days in a row. Given what was available in 1985, from car design to IT, current possibilities are nothing short of a revolution – long distance services in other countries have benefited greatly from investments in new and modern equipment.

New equipment acquisition will provide the opportunity to accomplish several goals, including:

- Modernizing equipment and amenities to match updated service models and improve customer satisfaction.
- Redesigning train consists to match passenger demand, create operating efficiencies, and reduce capital needs.
- Reducing car and locomotive maintenance and turnaround costs.
- Reducing engine and car related mechanical delays to improve OTP.
- Reducing fuel consumption and greenhouse gas emissions

Highlights of the Equipment Asset Line Plan, which provides full details, include:

- **Viewliner II.** Deliveries of remaining cars (combination baggage/dorms and sleeping cars) are expected through 2021.
- **Diesel Locomotives.** A contract was awarded in December 2019 for 75 new, more reliable, and greener locomotives. Delivery of these locomotives will occur in the early 2020s.
- **Amfleet II.** Amtrak's replacement of the Amfleet I fleet may provide the basis for an Amfleet II replacement solution. If desired, that would require that an option for Amfleet II replacements to be added to the Amfleet I order. If not, then a separate procurement will be needed.
- **Superliners.** While Amtrak is developing plans for replacing Superliner equipment, acquisition of replacements is beyond the five-year scope of this plan.

Long Distance: Maintaining the status quo while making reasonable near-term enhancements

The long-term impacts of the pandemic have provided Amtrak with a unique opportunity to promote the physical distancing benefits of private rooms on Amtrak trains. We continue to emphasize their benefits of space, privacy, and comfort—even for customers on shorter trips and for daytime use.

Current and future passengers expect better travel information on Amtrak channels. Enhancements have been made to Amtrak.com and the Amtrak app. In FY 2020, Amtrak launched the latest generation booking experience on Amtrak.com, with enhancements to the fare finder, search results, and checkout. The launch includes tangible benefits for customers on long distance trains, including more prominence for private rooms in search results, streamlining the content for complex itineraries that require connections between trains, and optimizing the experience for mobile users who have not downloaded the Amtrak app.

Amtrak customers traveling on long distance routes will notice several new changes to their experience in FY 2021. This begins with onboard dining. On routes in the West, traditional dining will be reimaged and reintroduced for both private room and coach customers. On routes in the East, menus for flexible dining and the café will be refreshed to ensure customers have both variety and choice.

New Viewliner II sleeping cars will be introduced on routes along the East Coast. As part of the final new equipment delivery from CAF USA, these cars represent the first new Amtrak sleeping cars in 25 years. They feature several enhancements: increased in-room luggage storage, improved lighting, twice the number of electrical outlets and larger and studier tray tables for laptops, tablets, reading and gaming. Customers in Roomettes will find two private restrooms and a shower down the hall, while customers in the Accessible Bedroom will have an automatic sliding door to access their room.

The upcoming fiscal year will also kick off the next wave of interior refreshes for the Long Distance fleet. With the Amfleet II refurbishment now complete, Superliner and Viewliner I interiors will receive new cushions and upholstery coverings, carpets, curtains, and light coverings and deep cleaning in coaches, sleeping cars and dining cars. These refreshes aspire to extend the life of the existing rolling stock and moderately improve the customer experience.

What Congress can do to improve Long Distance

We understand the mobility and tourism value that these trains offer to communities and visitors alike. We have heard clearly that Congress fully supports the continued service of these routes and, to do that long into the future, we look forward to working with Congress to provide the funding and policy investments that will ensure these trains can get beyond the very basic level of service they provide today and transform into the reliable transportation and journey option riders want.

To provide best-in-class long distance service, we need Congress to address:

- 1) Frequently late and slow trains: Late trains with slow schedules have long plagued these routes, making it very difficult for passengers to rely on these services. Amtrak continues to work to address long-standing reliability issues, particularly with host railroad partners.
 - **Action: We need Congress to provide Amtrak with the tools necessary to enforce our statutory right to preference.**
- 2) Aging and outmoded fleet: At the same time, the long distance equipment is nearing the end of its useful and upgradable life. Each year, we make significant investments to address customer service challenges resulting from operating an aging fleet. Amtrak works hard to make small improvements where we can, including, most recently, interior refreshes to passenger cars and the pending introduction of new locomotives into service. While these investments extend the life of the fleet, they do little to provide the amenities, comfort, and reliability most of our customers are looking for. To accomplish that, the Amtrak Long Distance fleet must be replaced. We have begun to plan formally for the replacement of the fleet of customer cars serving the long distance network. This investment alone reflects a multi-billion-dollar capital need.
 - **Action: We need Congress to provide sufficient funding to meet these demands.**
- 3) Infrastructure needs across the long distance services: From station location and modernization; to safety investments including grade crossings, fencing and PTC; to major capital investments, where necessary, including sidings, double-track, bridges, and tunnels, we need to have a national plan for investment, in partnership with the host railroads, states and the cities we serve, to make the necessary long-term investments that these services need. It is notable that support for the improvement and expansion of corridor service, where it connects and/or overlaps the long distance network, will provide benefits to the long distance services as well. A good example of this can be seen in the *Lincoln* and *Illini-Saluki* state corridor services that have bloomed along the route of the *Texas Eagle* long distance train. Capital investments along those corridors have added fluidity, improved trip time, and established modern, accessible station and platforms for riders that benefit all national network trains and passengers along that corridor.
 - **Action: We need Congress to provide sufficient funding to meet these demands.**

Conclusion

Without additional investment and enforcement of existing laws, long distance trains are at risk of failing to attract future riders. The *status quo* is not sustainable. Effectively providing the essential mobility service that connects rural communities across the country requires real funding and policy investments to ensure these trains move beyond the very basic level of service they provide today and transform into the reliable transportation option riders demand.

CY 2020 Host Railroad Report Card

The results are in – which host railroads made the grade?

Host railroads are graded on the amount of delay caused to Amtrak passengers. Customers traveling over a host railroad receiving an “A” grade can generally count on being on time. The four-year GPA shows which railroads have delivered consistent service.

	Host Railroad	2020 Grade	4-year GPA
1	Canadian Pacific	A	4.0 (A)
2	BNSF	A	3.3 (B+)
3	Canadian National	B+	1.3 (D+)
4	CSX	B+	2.8 (B-)
5	Union Pacific	B-	2.7 (B-)
6	Norfolk Southern	C	0.5 (F)

End of year highlights

- ❑ **Host railroad performance generally improved from last year.** Delays began declining months *before* the effects of the pandemic were felt in the U.S.
- ❑ **Freight trains are still the #1 cause of delay to Amtrak passengers.** While the law has required railroads to provide preference to passengers over freight for nearly 50 years, freight trains caused 700,000 minutes of delay in 2020 alone – that’s more than a year of passengers waiting for freight to go first!
- ❑ **The amount of freight rail volume does not affect Amtrak delays.** By the end of 2020, rail freight volume was *higher* than in 2019, while many Amtrak passengers still arrived on time. Data analysis finds there is no correlation between the level of freight rail volume and the amount of delay to Amtrak passengers.
- ❑ **New legislation helped motivate better performance, but more must be done.** Legislation introduced in Congress last year would have allowed Amtrak to enforce our existing right to preference over freight – we are not allowed to do that today – and must be reintroduced and signed into law so that most passengers arrive on time.

Amtrak Route Grades 2020

Which routes made the grade?

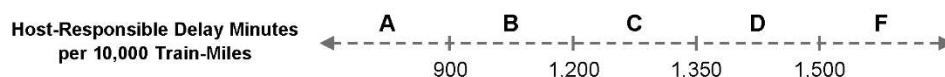
Passing grade: 80% of customers arrive on time within 15 minutes of schedule

State Supported Trains	Route	Class I Freight Host Railroads	Percentage of On-Time Customers	
9 of 27 routes fail to achieve 80% standard	Keystone	(other hosts)	96%	PASS
	Hiawatha	CP	94%	
	New York – Albany	(other hosts)	94%	
	Vermont	(other hosts)	94%	
	Springfield Shuttles	(other hosts)	93%	
	Carl Sandburg / Illinois Zephyr	BNSF	91%	
	Ethan Allen Express	CP	90%	
	Richmond / Newport News / Norfolk	CSX, NS	88%	
	Pacific Surfliner	BNSF, UP	88%	
	Roanoke	NS	88%	
	Capitol Corridor	UP	87%	
	Downeaster	(other hosts)	86%	
	Lincoln Service	CN, UP	85%	
	San Joaquins	BNSF, UP	83%	
	Piedmont	NS	83%	
	Pennsylvanian	NS	82%	
	Adirondack	CN, CP	80%	
	Carolinian	CSX, NS	80%	
	Maple Leaf	CSX	77%	FAIL
	Blue Water	NS, CN	77%	
	Pere Marquette	CSX, NS	76%	
	Missouri River Runner	UP	74%	
	Heartland Flyer	BNSF	73%	
	Illini / Saluki	CN	72%	
	New York – Niagara Falls	CSX	69%	
	Cascades	BNSF, UP	67%	
	Wolverine	NS, CN	56%	
Long Distance Trains				
14 of 15 routes fail to achieve 80% standard	City of New Orleans	CN	88%	PASS
	Palmetto	CSX	75%	FAIL
	Lake Shore Limited	CSX, NS	71%	
	Coast Starlight	BNSF, UP	70%	
	Auto Train	CSX	69%	
	Silver Meteor	CSX	67%	
	Empire Builder	BNSF, CP	66%	
	Cardinal	NS, CSX	65%	
	Southwest Chief	BNSF	64%	
	California Zephyr	BNSF, UP	60%	
	Silver Star	CSX, NS	56%	
	Crescent	NS	53%	
	Capitol Limited	NS, CSX	52%	
	Texas Eagle	BNSF, UP, CN	48%	
	Sunset Limited	BNSF, UP	33%	

Notes

Amtrak Host Railroad Report Card 2020

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 generally correlated to performance that results in Amtrak trains that are 80% on-time.
5. Host railroads are ranked on the Report Card based on 2020 host-responsible delay minutes per 10,000 train-miles.
6. Canadian National's Quebec operations are excluded from the report card calculations.

Amtrak Route Grades 2020

1. “On-time performance” (OTP) represents the percentage of customers that arrive at their destination station within 15 minutes of the scheduled arrival time.
2. OTP figures are based on 2020 calendar year performance.
3. 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

Amtrak's New Standard of Travel

SEE FOR YOURSELF:
**AMTRAK'S
NEW STANDARD
OF TRAVEL**

CONTACT-FREE
Customers can book, board, check train status and access information from their mobile device.

Capacity Indicator
An icon indicates how full the train is by percentage.

Private Rooms
Private rooms provide comfort, added safety, space and privacy.

Seamless Gate Service
App users can receive boarding gate and track information at select stations.

WHAT YOU SHOULD KNOW

1 Face Coverings
Amtrak requires face masks or coverings at all times.

2 Enhanced Cleaning and Disinfection
Enhanced cleaning and disinfection at key touch points with Lysol®

3 Physical Distancing Measures
Signage has been displayed at our busiest stations to indicate safe distances in high traffic areas.

4 Handwashing
With restrooms available in-stations and onboard, Amtrak strongly encourages washing hands thoroughly with soap and water.

AT THE STATION

5 Boarding
Boarding times have been reduced.

6 Platform Signs
Floor signs indicate the best door to enter the train at some stations.

7 Plastic Barriers
Barriers have been installed at customer counters in our busiest stations.

ONBOARD

8 Limiting Bookings
We are limiting bookings on reserved trains.

9 Air Quality
All of our trains are equipped with onboard filtration systems with a fresh air exchange rate every 4-5 minutes.

10 Disembarking Procedure
Conductors will announce where to disembark to minimize crowding.

11 Café Service
Signage promotes physical distancing leading up to café counters.

12 Plastic Barriers
Protective plastic barriers have been installed at café countertops.

Charter Train and Private Car Policies Report

As a part of our commercial service business, Amtrak operates Charter Trains and moves privately-owned passenger rail cars for customers who pay for these services. Charter Trains may use Amtrak cars and locomotives, or customer-supplied cars and locomotives, or any combination of the two, as a non-regularly scheduled Amtrak train. Private Cars are privately owned railcars moved on regularly scheduled Amtrak trains. Customers pay Amtrak to operate Private Cars and Charter Trains, which are the subject of this report. “Special Trains” refers to trains operated by Amtrak on its own behalf for non-revenue/non-commercial purposes. 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 last year’s 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, scheduled, and meaningful consultation with Private Car and Charter Train clients.

Private Cars

During FY 2020, Amtrak’s private car business line was significantly impacted by the COVID-19 pandemic. This was the single biggest event to impact our business in this fiscal year, and it translated to a reduced number of Private Car service requests and created an atmosphere of uncertainty for future travel and the potential for additional risk exposure that significantly reduced demand.

During this time, Amtrak’s operations team worked with the leadership of both major Private Car organizations, the American Association of Private Railroad Car Owners, Inc. (AAPRCO) and the Railroad Passenger Car Alliance (RPCA) and issued an updated set of “Guidelines for Private Cars on Amtrak” in March 2021. This revision included Oakland, California as an additional “add” location for private cars as a result of the current reduced train consist size on the *Coast Starlight*. We also reviewed other locations that had been previously removed during our FY 2018 business line restructuring. Unfortunately, these locations were not conducive to our goals of reducing and eliminating private car delays. This updated document was posted to 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 FY 2019 Office of Inspector General Report. 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 7, 2020. The adjustment was a modest 1.5% to allot for pre-negotiated labor rate increases prior to the pandemic. 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 to all customers for any operational issues that may arise.

In FY 2020, Amtrak earned \$1.31 million in revenue from private car operations. This was a 45.7% reduction in revenue from the previous fiscal year. There was a 47.8% decline in total Private Car mileage during this period. Amtrak attributes the decline to the impacts of the COVID-19 pandemic. Amtrak met its core business objective of reducing private car delays by 69.8% from FY 2019 to FY 2020, but Amtrak realizes that most of this decline was based on the reduced amount of total Private Car mileage.

Charter Trains

Amtrak continues to pursue carefully chosen markets which will meet our Guideline requirements when seeking Charter business. All Amtrak Charter trains are privately funded by a Charterer (an individual or organization seeking a separate train outside of our regularly scheduled trains) and are commercially priced. The Charterer signs an agreement with Amtrak and terms and conditions, including insurance are provided by the Charterer. 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. During FY 2020, charter operations showed a decline due to the COVID-19 pandemic and the restructuring of professional sports' team schedules to operate in a "bubble" format. Initial gains in charter train participation in early FY 2020 were overcome by the halting of charter train participation because of the pandemic from roughly March 2020 until August 2020.

Amtrak produced \$3.05 million in Charter Train revenue for FY 2020. The \$3.05 million is comprised of Charters that operated with Amtrak Locomotives and Amtrak Cars totaling roughly \$2.55 million and Charters that operated with Amtrak Locomotives and Privately Owned Cars totaling roughly \$0.5 million. During this timeframe, Amtrak operated roughly 58% fewer charters with only a 27% reduction in revenue compared to FY 2019. This reflects Amtrak's decision avoid low revenue, single-trip Charter Trains and focus on higher revenue, multiple-trip charters on Amtrak's network in accordance with the Guidelines.

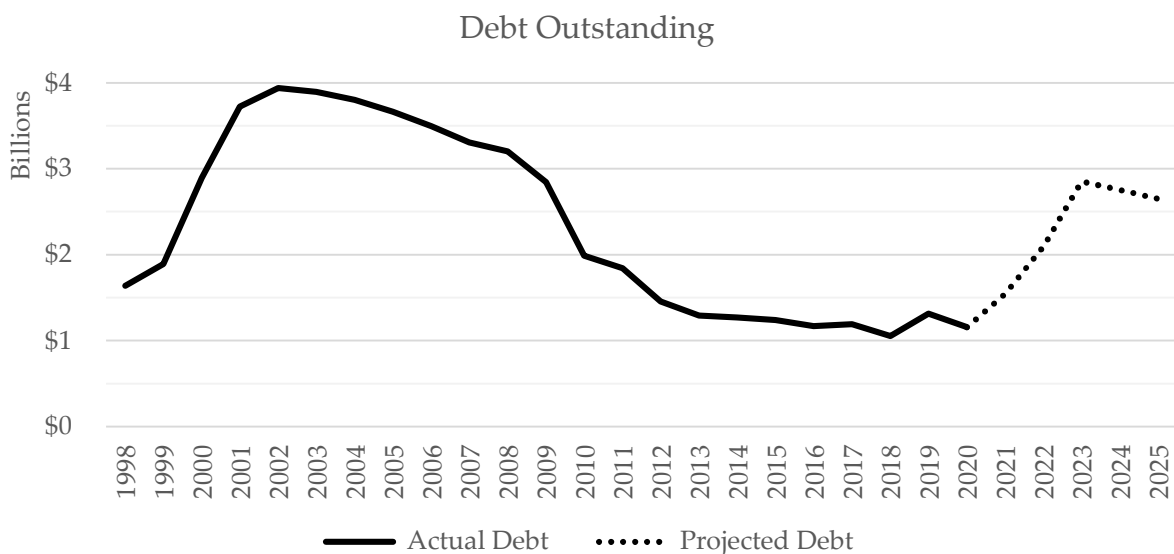
Conclusion

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. The COVID-19 pandemic has been a challenging time for the business lines, but we believe that a recovery, although slow, will continue to show a significant value to Amtrak from the Private Car and Charter Train businesses.

Debt Summary

At the end of FY 2020, Amtrak had total debt and capital lease obligations of \$1.156 billion. Amtrak's plan for FY 2021 is to pay \$141.6 million and in FY 2022 to pay \$60.8 million in scheduled debt service for existing drawn loans from a combination of federal sources and passenger revenues. In addition to scheduled debt service for existing drawn loans, Amtrak plans to use \$79.8 million in FY 2021 and \$160.2 million in FY 2022 passenger revenues to fund Credit Risk Premiums, required debt service reserves, and to pay debt service on the Railroad Rehabilitation & Improvement Financing (RRIF) loan received to fund the acquisition of the new *Acela* trainsets and related investments.

Table 11 Amtrak Debt Outstanding (figures in millions)		
	9/30/2019 Outstanding Balance	9/30/2020 Outstanding Balance
PEDFA 30 th Street Station Garage Bonds	\$29.8	\$0.0
\$130MM PNC Term Loan A	\$34.9	\$15.2
\$70MM RBS Term Loan B	\$36.2	\$29.0
Mortgages	\$130.4	\$105.4
RRIF Loan III	\$570.2	\$583.0
Private Placement Notes	\$407.7	\$368.6
Total Mortgages and Debt	\$1,209.1	\$1,101.2
Capital Lease Obligations	\$102.7	\$54.0
Total	\$1,311.8	\$1,156.1



Sustainability Summary

During 2020, Amtrak advanced climate resilience research and expanded our network to learn from other agencies like the Army Corps of Engineers, private industry, and flood-threatened local governments. We developed Amtrak's first solar power purchase agreement contract in Washington, D.C., and we assembled internal climate roundtables across various departments to outline next steps toward an enterprise-wide strategic resilience plan. As a result of the greatly reduced train service, fuel (-13%) and electricity (-3%) consumption declined, directly leading to substantial greenhouse gas (GHG) emission reductions. Fewer trains and remote work for office-based employees also contributed to greater progress toward the company's greenhouse gas emissions reduction target of 40% by 2030. Since FY 2019, Amtrak's GHG emissions declined from 934,038 to 803,008 metric tons CO₂e; a 14% reduction. As Amtrak restores our normal schedules, we will embed best practices and continue conserving fuel and energy while exploring additional approaches to drive down emissions.

We are excited about our progress, and we encourage you to stay connected with us through our updates on social channels, in press releases, and on [Amtrak.com/Sustainability](https://www.amtrak.com/Sustainability).



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Amtrak.com

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