



AMTRAK FIVE YEAR SERVICE LINE PLANS

Fiscal Years 2017-2021

INTRODUCTION

Amtrak's five-year service line plans are the strategic plans for each key element of its business over the coming years. These plans fulfill Amtrak's statutory planning requirement set forth in section 11203(b) of the Fixing America's Surface Transportation (FAST) Act, codified at 49 U.S.C. § 24320(b), to establish five-year plans for each individual line of business.

Section 11203 requires Amtrak to annually develop and deliver five-year plans for each service line, and for each asset line beginning in 2019, which is an entirely new planning framework for the company. As Amtrak's organizational structure evolves and service line planning and management, asset planning, and rail delivery progress in coming years, we expect the content and format of these plans to evolve over time. In future years these plans will form the basis of Amtrak's General & Legislative Annual Report required by 49 U.S.C. § 24315(b).

Achieving the objectives and financial targets set forth in this plan cannot be accomplished by Amtrak alone. We must continue to focus on customer expectations, and to work with our industry partners, federal, state, and local governments, and other stakeholders to drive results.

ABOUT AMTRAK

The nation's intercity passenger rail company, Amtrak connects over 500 communities across 46 states and three Canadian provinces, creating tremendous economic and social value. We endeavor to provide an outstanding customer experience, warmly welcoming all travelers and become the favorite mode of transportation for intercity travel in the markets we serve.

After six straight years of annual ridership exceeding 30 million passengers, Amtrak's business is the strongest it has ever been in its 46-year history. Each day more than 20,000 employees nationwide commit to providing superior customer service. In FY2016 we achieved record revenues of \$3.2 billion, proving people are recognizing Amtrak is simply the smarter way to travel.

Intercity passenger rail service is an essential part of a multimodal transportation system connecting communities across the United States. Over the next five years it is critical for us to take the steps described in these plans to improve our business, enhance our customers' experience, and invest in our future to meet the nation's transportation needs. Every initiative described herein helps us achieve one or more of these goals.

AMTRAK'S BUSINESS

Our core business is providing intercity passenger train services through our three operating service

lines: Northeast Corridor (NEC) Intercity Operations, which operates Amtrak's high-speed *Acela Express* and *Northeast Regional* trains between Boston and Washington; State-Supported Routes, which provides service on short distance routes of not more than 750 miles under contracts with state partners; and Long Distance, which operates more than 750 mile routes nationwide for the federal government.

Amtrak also provides infrastructure access to commuter and freight railroads that use Amtrak's right-of-way assets, and is the infrastructure manager for its owned assets.

In addition, Amtrak conducts ancillary business activities to generate additional revenue or, in some cases, to offset fixed costs, such as real estate and commercial development and serving as a contract operator for commuter train services. Amtrak also performs considerable amounts of reimbursable work for third parties such as other railroads, local and state governments, and other parties requiring Amtrak's unique expertise.

On January 4, 2017 Amtrak announced a set of structural changes designed to streamline and transform the company. Our new organizational structure aligns our corporate focus to run the business efficiently, modernize and enhance customer service, and invest in our future, all on a foundation of safety and security.

Amtrak identified five key objectives that our

These objectives are to:

- Build a world-class safety culture with a relentless focus on training, risk-reduction, positive reinforcement and personal accountability;
- Develop and consistently provide competitive products and services;
- Create the teams and processes necessary to serve and grow our customers across all business segments;
- Gain support for and deliver on investments that sustain, improve and grow our business; and
- Harness innovation, technology and partnerships to enhance and accelerate our business.

These themes of **safety** and **training; improved product and customer experience; organizational efficiency and effectiveness**; and **innovation** set the foundation for how we execute our mission.

In FY2017, Amtrak leadership set the following corporate targets to achieve over the next three years:

- Reduce reportable injury rate to 1.75 per 200,000 employee hours.
- 85%+ electronic Customer Satisfaction Index (eCSI) score.
- 4% revenue increase per year.
- 2% ridership increase per year.
- Reduce operating loss to \$150 million.

SAFETY

Amtrak's first priority is safety. The best way to build a world-class safety culture is through behavior-based safety processes under which everyone works together to identify and remove barriers to safety. Amtrak has been on a journey in recent years to build this kind of culture, and measures taken in 2016 – including our proactive efforts to extend and improve our drug testing program – will continue the process.

Based on our key metrics in FY 2016, it is clear that we are making progress. We reduced the number of injuries with “severe injury/fatality potential” (SIF) by 24.7% from our five-year average (excluding attacks), far exceeding our FY 2016 goal of a 15% reduction. We also decreased our number of sprains and strains injuries by 3%, our FRA reportable rate by 9%, and our lost time rate by 20% on a year-over-year basis. Together, these improvements represent an important step forward for us in safety. They show what is possible when we work together to make sure our people return home in the same condition that they came into work.

A completely drug- and alcohol-free workforce and workplace – each shift, each day, 24/7/365 – is an essential component of our safety culture. This goal is achievable as it is built on the integrity, responsibility, and accountability of every Amtrak employee. Amtrak operates a robust drug and alcohol testing program to help ensure that everyone comes to work fit for duty, every day. Our drug and alcohol policy goes beyond expectations on testing, reporting violations, and consequences and also provides more employee education and enhanced rehabilitation. Our new policy also recognizes and deals with the increased use and abuse of over-the-counter and prescription medicines which are now major public health concerns in the United States.

We have two significant changes coming up that will further advance our goal of achieving a drug- and alcohol-free workplace. This year, Amtrak will move forward with a company random testing program for maintenance-of-way employees, as directed by the Federal Railroad Administration (FRA). In addition, we are going to redouble safety training with all managers and supervisors to help them focus on preventing and better recognizing drug- and alcohol-related problems.

DIVERSITY AND INCLUSION

At Amtrak, diversity is a strategic imperative. Our diverse workforce, customers, and suppliers reflect the communities we serve. Our comprehensive Diversity, Inclusion and Engagement strategy aims to increase the representation of women, minorities, veterans and employees with disabilities throughout our ranks, from entry-level to leadership; promote an inclusive and engaged workplace where all of our people are comfortable bringing their true selves to work every day; and weave diversity and inclusion into the fabric of everyday business practices. Our leaders are committed to supporting our employee-conceived and led affinity groups which foster collaboration and mentorship and promote Amtrak's business values.

ACCOUNT STRUCTURE FRAMEWORK

Amtrak’s five-year plans stem from the account structure and improvements to accounting methods required by FAST Act Section 11201, codified at 49 U.S.C. § 24317. They create a framework for Amtrak and its customers to monitor its performance and provide a structure for organization and business planning.

Underpinning the account structure is a new manner of federal investment in Amtrak. Rather than providing separate operating and capital grants, the FAST Act authorizes two new grants: one for the NEC and one for the National Network, comprised of state-supported and long distance routes. The distinction between the NEC and National Network accounts and related provisions in the FAST Act means that, for the first time, Amtrak is directed to retain net NEC revenues for reinvestment in the NEC, rather than use them to cover operating losses of National Network trains.

FAST directed the Secretary of Transportation, in consultation with Amtrak, to develop the new account structure to promote efficient use and stewardship of Amtrak funds and enhance transparency. The account structure is based upon service lines, which have distinct missions, customers and revenue profiles and are accountable for their P&Ls. Service lines are supported by asset lines that provide resources and support to the service lines.

The service lines identified in Section 11201 are:

- Northeast Corridor Train Services;
- State-Supported Routes;
- Long Distance Routes; and
- Ancillary Services.

The statute identifies four asset categories:

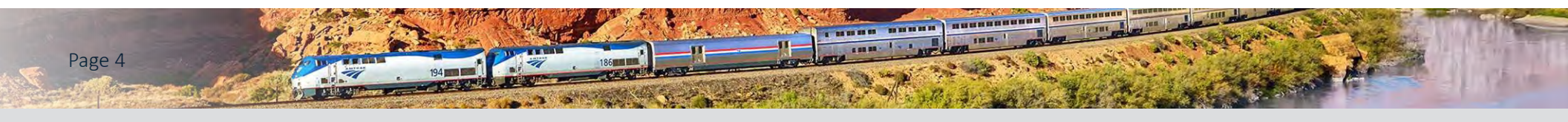
- Infrastructure;
- Equipment;
- Stations; and
- National Assets.

Although not identified in statute, the Secretary and Amtrak agreed it was necessary to add a fifth service line, Infrastructure Access, to achieve a comprehensive understanding of Amtrak’s business activities. Further, a fifth asset line, Train Operations, was also established to account for the human resources supporting train operations and movement.

After further analysis, Amtrak believes that the definition of ancillary services in the account structure documentation should be clarified to reflect the following three sub-categories:

- **Amtrak Services:** provides rail passenger transportation, maintenance, and related services at market-based prices to commuter rail agencies and commercial entities.
- **Reimbursable Services** (other than services governed by the state-supported service costing methodology developed under Section 209 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA)): provides maintenance, engineering, capital improvement, and other activities for freight and commuter operators, and other outside enterprises on a reimbursable cost basis.
- **Real Estate and Commercial Services:** engages in real estate activities and/or commercial arrangements with public and private sector entities to leverage Amtrak-owned fixed assets.

Amtrak’s ongoing organizational changes have been undertaken with the account structure as a key consideration. Both the account structure and associated planning requirements offer an opportunity for Amtrak to act boldly in setting forth a vision for the company’s role in passenger rail and implementing reforms to achieve it.





DOCUMENT ORGANIZATION

This document is divided into the following sections with the corresponding responsible officials¹ noted:

1. **NEC Intercity Operations/Mark Yachmetz, Vice President, NEC Business Development**
 - a. Strategy
 - b. Financial Information and Assumptions
2. **State-Supported Routes/Joe McHugh, Vice President, State-Supported Services Business Development**
 - a. Strategy
 - b. Financial Information and Assumptions
3. **Long Distance/Mark Murphy, Vice President Long Distance Business Development**
 - a. Strategy
 - b. Financial Information and Assumptions
4. **Infrastructure Access/Byron Comati, Vice President, Corporate Planning**
 - a. Strategy
 - b. Financial Information and Assumptions
5. **Ancillary Services**
 - a. Amtrak Services/Paul Vilter, Assistant Vice President, Ancillary Services
 - i. Strategy
 - ii. Financial Information and Assumptions
 - b. Reimbursable Services/TBD
 - i. Strategy
 - ii. Financial Information and Assumptions
 - c. Real Estate and Commercial Services/Bart Bush, Vice President, Real Estate, Stations & Facilities
 - i. Strategy
 - ii. Financial Information and Assumptions
6. **Consolidated Financial Tables**

¹ Listed pursuant to 49 U.S.C. § 24320(b)(3)(F).

FINANCIAL RESULTS

Amtrak reported strong audited financial results for the fiscal year which ended on September 30, 2016, including an all-time ticket revenue record of \$2.14 billion. The increased ticket revenue was fueled by a record 31.3 million passengers on America's Railroad® – nearly 400,000 more than the previous year. This is the sixth straight year Amtrak carried more than 30 million customers. The company covered 94 percent of its operating costs with ticket sales and other revenues, up from 92 percent the year before – a world-class performance for a passenger-carrying railroad. Thanks in part to our strong performance, Amtrak was also able to make a net reduction in long-term debt of \$69.2 million.

METHODS OF ESTIMATION AND SIGNIFICANT ASSUMPTIONS

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

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

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

Operating Five Year Plan

The FY17 operating budget was developed by Amtrak's operating departments, governed by a targeted reduction to Amtrak's overall operating loss and the successful

execution of our strategy and key initiatives. The budget process consisted of refinements, reductions and reviews with the ultimate goal of creating an FY17 operating budget that improved upon FY16 results. Revenues and fully allocated costs were assigned to accounts in accord with Section 11201 of FAST. The plans for FY18 to FY21 were based on the FY17 budget, with the following adjustments:

1. Passenger Revenue was estimated for each year in a manner consistent with FY17.
2. State Supported Revenue was estimated in a manner consistent with the expected terms of the PRIIA Section 209 methodology.
3. All other revenue was estimated based on delivering services consistent with FY17, plus modest estimated increases in fees paid by other rail operators to operate on the Northeast Corridor as directed by PRIIA Section 212.
4. Straight-time wages for agreement-covered employees were inflated annually by continuing to apply the gross wage increase (GWI) pattern of the current contracts for planning purposes only; this provision has been made for new GWIs during the FY17 to FY21 period. Actual GWI amounts, if any, will be determined by new contracts which are under negotiation.
5. Salaries for non-agreement employees include a provision for a modest merit-based annual salary increase.
6. Employee benefits were inflated by 4.3% annually, and include Pension and Other Post Retirement Benefit Plan numbers.
7. Miscellaneous other expense accounts were increased for expected inflation of approximately 1% to 2% per year.

Capital Five-Year Plan

Tier discussion:

Capital projects are allocated into the following three categories:

- Tier 1 – Compliance – Legally required, FRA/DOT compliance, other regulatory and executive requirements (e.g., station compliance with ADA; Positive Train Control (PTC) on the Northeast Corridor; FRA mandated components of Level I equipment overhauls)
- Tier 2 – Maintain Performance – Projects that contribute to keeping the railroad operationally stable (e.g., SOGR projects; capitalized maintenance requirements; support services in IT; Operations)
- Tier 3 – Increase Performance – Enhancements of existing assets and services (e.g., revenue management software improvements; Quik-Trak updates; increased fraud protection)

Projects placed in Tier 3 (Increase Performance) are ranked based on the following criteria: a) strategic objective priority, b) impact on performance improvement, c) financial benefit, and d) risk, and a final weighted score is generated. A ranking selection is performed by tier.





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NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com



NORTHEAST CORRIDOR INTERCITY OPERATIONS

Fiscal Years 2017-2021

Five Year Strategic Plan for Amtrak's Northeast Corridor Intercity Operations Service Line



EXECUTIVE SUMMARY

The mission of Amtrak's Northeast Corridor Intercity Operations Service Line (NECSL), organized at Amtrak as NEC Business Development within the Marketing & Business Development department, is to grow the financial operating contribution to Amtrak from its high-speed *Acela Express* and *North-east Regional* services by providing exemplary intercity travel services that are safe, reliable, and competitive on a trip time and price point basis.

The NEC main line between Washington, DC and Boston, MA is one of the most complex rail corridors in the world. It connects five major metropolitan regions: Boston, New York, Philadelphia, Baltimore, and Washington, DC. Home to more than 51 million people, the region has a \$2.6 trillion economy, generating 20 percent of U.S. GDP on only 2 percent of our land area.

Amtrak is well positioned in the region with frequent service to center city and suburban stations

in some of the nation's most populous cities. At these stations, Amtrak connects to regional and local multimodal transportation systems, expanding Amtrak's "reach" in the travel market.

Projections for the region indicate continued population growth and economic activity in the coming decades. While already dominating air/rail market share between Washington and New York, the NECSL seeks to preserve and grow Amtrak's market share between these cities and increase its share of the air/rail market between New York and Boston. In addition, we plan to attract more passengers who might otherwise drive or take the bus.

We will be successful in growing Amtrak's revenue contribution by improving train service reliability, enhancing the customer experience with updated or new product offerings, and augmenting connectivity with other modes of transportation.

**FISCAL YEAR 2016
PERFORMANCE HIGHLIGHTS****11.910**

MILLION RIDERSHIP

1.978

BILLION TOTAL PASSENGER MILES

34.98REVENUE PER AVAILABLE
SEAT MILE (CENTS)**21.59**COST PER AVAILABLE
SEAT MILE (CENTS)**162%**

COST RECOVERY RATIO



NEC Services account for 96% of Amtrak's fully allocated operating contribution.

INTRODUCTION

The NECSL provides intercity passenger rail transportation on the NEC. For the purpose of these plans, the FAST Act defines the NEC as the 457-mile main line between Boston and Washington. The NEC receives federal funds via appropriation to the Northeast Corridor account.

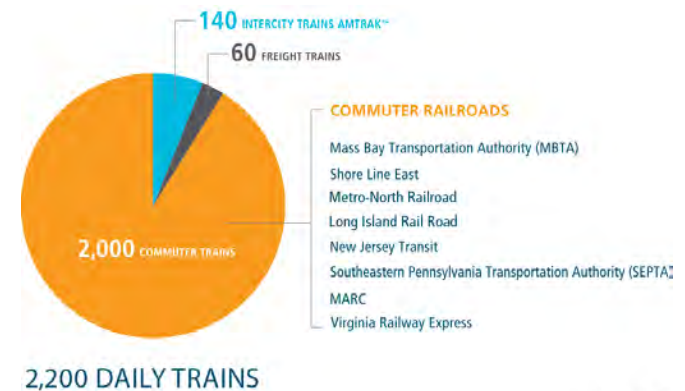
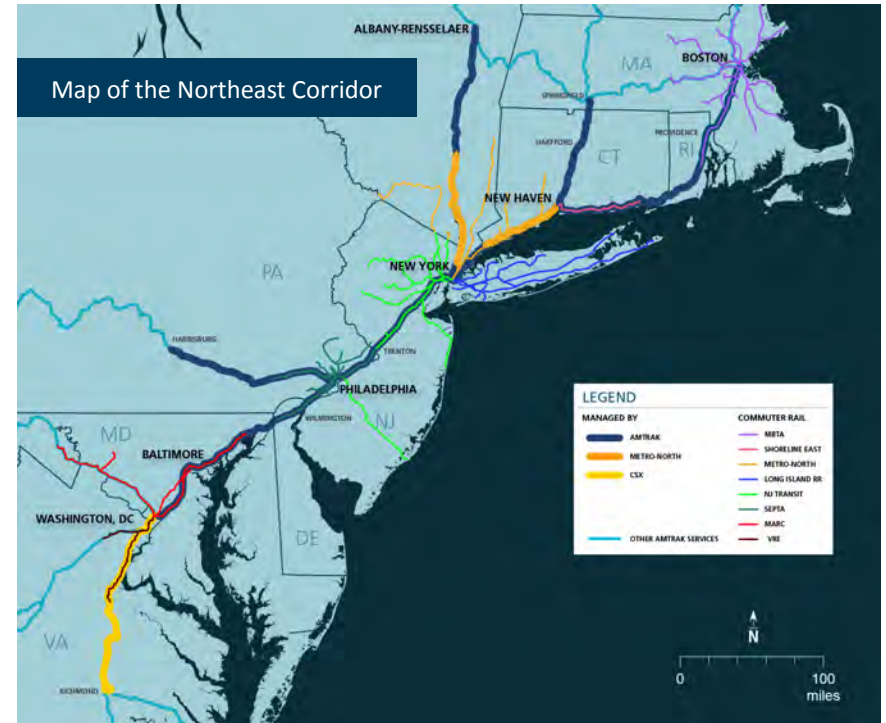
Amtrak owns the NEC right-of-way between Washington, DC and New Rochelle, NY and between New Haven, CT and the Rhode Island-Massachusetts border. The New York Metropolitan Transportation Authority and the Connecticut Department of Transportation own the New Haven Line, which is operated and controlled by Metro-North Railroad. The Massachusetts Bay Transportation Authority owns the rail line from the Massachusetts-Rhode Island border to Boston South Station, known locally as the Attleboro Line. While Amtrak trains share the NEC with services of ten commuter railroads, and four freight railroads, Amtrak is the only rail operator providing end-to-end service. Station ownership along the NEC varies, and includes Amtrak, commuter authorities, states, local governments, and other entities.

This plan focuses on the *Acela Express* and *Northeast Regional* train services. Howev-

er, it is important to note that in addition to these services, and Amtrak long distance and state-supported trains that operate over the NEC main line, Amtrak also dispatches trains and maintains the infrastructure on the Amtrak-owned portions of the NEC and the Attleboro Line that are used by NEC commuter and freight operators. The ten commuter rail authorities that provide service on the NEC collectively operate 2,000 trains carrying 740,000 passengers each weekday, and account for over 90% of NEC ridership. Infrastructure access is addressed in the five-year plan for the Infrastructure Access Service Line.

The NECSL is responsible for ensuring that Amtrak's NEC products exceed intercity travelers' expectations in a competitive travel market, and grow revenue through providing exemplary travel services that are safe, reliable, and competitive from trip time and price point perspectives.

With Amtrak's corporate objectives and measures in mind, NECSL is focused on meeting the needs of the robust yet demanding Northeast travel market by providing NEC train services in a manner that demonstrates the highest value for taxpayer investment.



SOURCE: AMTRAK

MARKET OVERVIEW

Amtrak offers two types of intercity NEC service. *Acela Express*, which operates at speeds of up to 150mph and makes express station stops, is Amtrak's premier product. *Northeast Regional*, which also makes local stops, has a more attractive price point for value-oriented consumers. Northeast Regional trains carried almost twice as many passengers (8.4 million) between NEC points as *Acela Express* trains (3.5 million) in FY16, but the two services had virtually identical ticket revenues – \$580.1 million and \$582.4 million, respectively – reflecting the higher average fare and trip length of *Acela Express* passengers. While some passengers traveling on these services begin and end their rail journeys at Amtrak's NEC stations, many connect to or from Amtrak's long distance and state-supported routes, and NEC commuter rail services.

The travel market in the Northeast is dynamic and competitive given the global force of the regional economy. If the Northeast region was a separate country, its economy would be the fifth largest in the world, ahead of France and just behind Germany.

NORTHEAST REGIONAL

Value service

Serves 30 stations in 8 states and the District of Columbia

21 round trips per day*

Business and coach class

* Plus up to 11 Keystone Service (New York - Philadelphia) round trips per day.

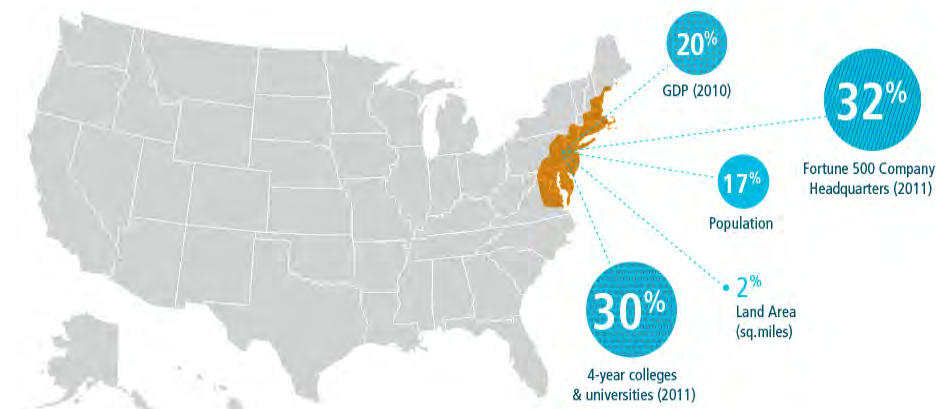
ACELA EXPRESS

Premium service

Serves 16 stations in 8 states and the District of Columbia

Up to 16 round trips per day

First class and business class



SOURCES: U.S. CENSUS BUREAU, 2010; BUREAU OF ECONOMIC ANALYSIS, 2010; U.S. DEPARTMENT OF EDUCATION, 2011; FORTUNE MAGAZINE, 2011.

The NEC Region is an international center for education, healthcare, technology, media, and finance. Daily NEC users contribute \$50 billion annually to the nation's economy.

- **\$3 Trillion Annual** economic output of the NEC Region
- **\$50 Billion Annual** contribution of daily NEC users to the country's GDP
- **\$100 Million Potential Impact** on the U.S. economy in the event of a one-day unexpected loss of the NEC

CUSTOMER ANALYSIS

Amtrak collects and analyzes demographic and customer survey and segmentation data to develop competitive products and services.

Northeast Regional Customer Profile

- 55% of customers are female (45% male) and average age is 47 years old.
- 77% of customers are employed and 15% retired.
- Average income is \$124,000/year.
- Business travel and commuting account for 32% of customers, while visiting family/friends/personal business is another 40%.
- A little over one-quarter (28%) are riding for vacation/recreation/leisure purposes.
- 71% travel round-trip.
- First time customers account for 26% of riders.

Acela Express Customer Profile

- 55% of customers are male (45% female) and average age is 50 years old.
- 85% of customers are employed and 10% retired.
- Average income is \$170,000/year.
- Business travel and commuting account for 61% of customers, while visiting family/friends/personal business is another 22%.
- Vacation/recreation/leisure accounts for 17% of travelers.
- 76% travel round trip.
- 32% are first time Acela Express customers.

Through market surveys the NECSL has developed key customer profiles to target for increased ridership. As Amtrak develops new market strategies, these customer profiles help guide product development.



PRODUCTIVE BALANCE SEEKER

Acela Express 30%
Northeast Regional 23%

He loves sports, technology, and family. He looks to Amtrak to be one area in his life that does not add any stress – it’s convenient, comfortable, relaxing, and allows him to have better work/life balance. His time is important to him and transportation providers should acknowledge that. He takes Amtrak frequently for business, but also travels with his family for leisure. Given his positive perceptions of Amtrak, there is opportunity to increase his leisure share of trips.

Amtrak is his preferred choice for:

- Productive yet enjoyable travel time on the train.
- Fast, comfortable, and convenient service.
- Stations accessible to public transit and located in central areas.
- Being more reliable compared to other modes.
- Loyalty program (Amtrak Guest Rewards).
- Pet Services.



CONNECTED URBAN CLIMBER

Acela Express 29%
Northeast Regional 30%

She lives a downtown lifestyle. She enjoys taking Amtrak for both leisure and especially business, and looks forward to her time on the train. She appreciates the ease and efficiency of traveling with Amtrak. Given her positivity and heavy social media usage, she is an excellent potential ambassador for the brand. As she already gives a significant proportion of her share of trips for business (more than half), consider targeting her for leisure/off-peak travel.

Amtrak is her preferred choice for:

- Productive and enjoyable travel time on the train.
- Fast, comfortable and convenient service.
- Stations accessible to mass transit and located in central areas.
- Loyalty program (Amtrak Guest Rewards)
- Pet Services

COMPETITIVE ANALYSIS

There are many ways to travel between Northeastern cities other than Amtrak. Depending on the origin, distance, and the destination, options include private vehicle, plane, intercity bus, and in some cases commuter rail. Each of these competitive modes has distinct advantages and disadvantages relative to traveling on an Amtrak train.



+ PRO

Travelers can select their own departure time and have a form of local transportation at their destination.

- CON

Need to drive vehicle on congested NEC highways and park it at destination, often at significant additional cost. Often longer trip times due to traffic delays, slower speeds, and need for breaks. These disadvantages can be particularly significant for trips that begin or end in city centers or include most congested highway and bridge/tunnel segments. No opportunity for productive work during trip.



+ PRO

Short flight times, and often competitive pricing for travel booked in advance, can make travel by plane an attractive option, particularly for passengers traveling longer distances between major NEC cities.

- CON

Cost generally higher, particularly for last minute travelers or those requiring flexibility to change plans. Narrow seats and limited personal space compared to Amtrak's "no middle seat." Airport security screening experience is a clear disadvantage over train travel; airports are generally located some distance from center city destinations and NEC markets other than largest cities. Limited opportunity for productive work during trip.



+ PRO

Attractive option for travelers focused on low cost method of transportation between major cities.

- CON

Longer trip times; frequent delays due to highway/urban traffic congestion. Narrow seats and limited personal space and restroom facilities; no food service. Limited or no service outside of major center cities.

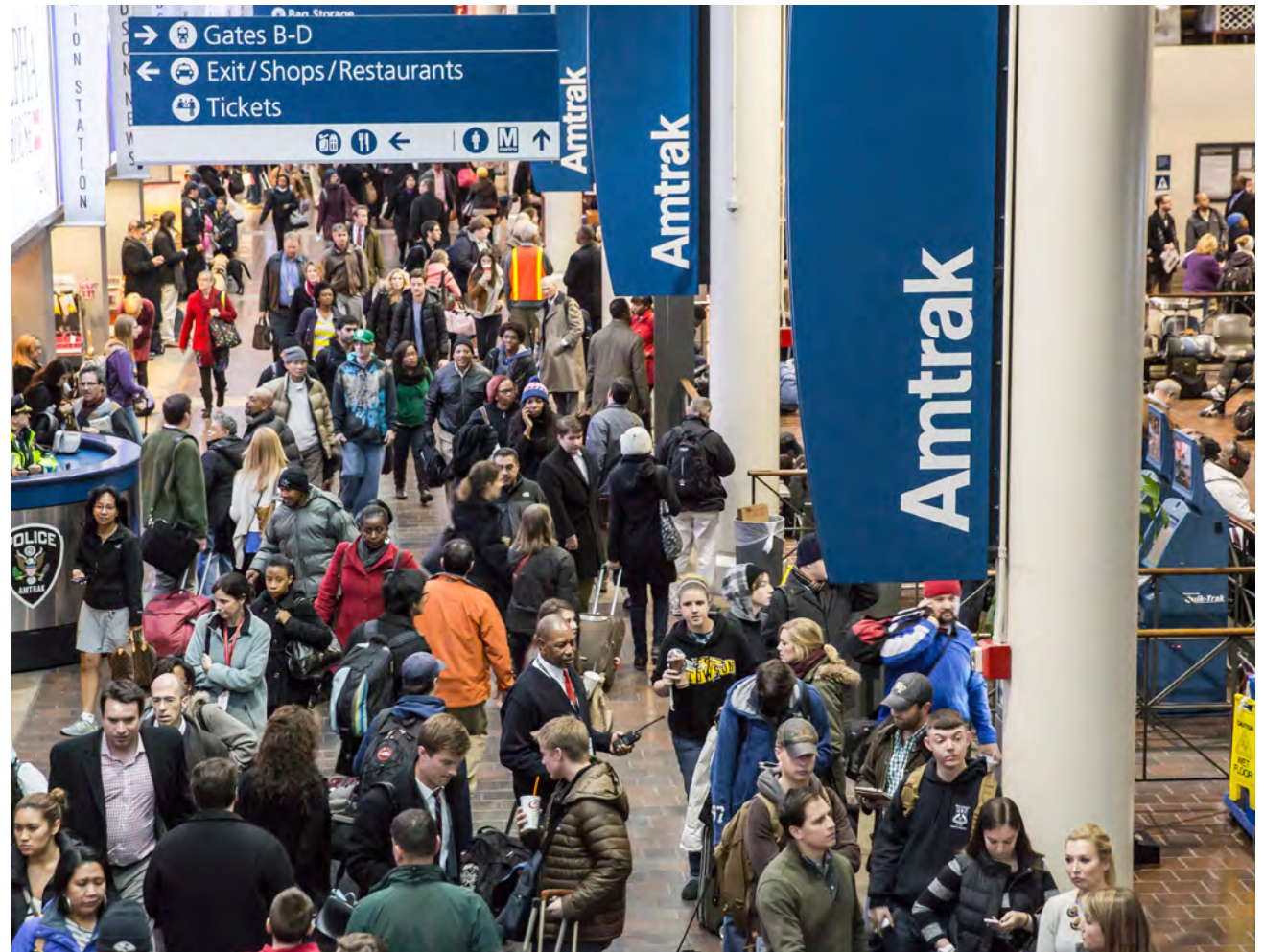
COMPETITIVE ADVANTAGE

While Amtrak may have a unique status as an intercity passenger rail provider, Amtrak does not have a monopoly on intercity travel. Travelers have many ways to move between cities and Amtrak must provide a competitive offering to attract passengers.

Overall, Amtrak holds a solid 8% of the overall NEC traveler market. Buses account for between 3 and 11% of trips; planes 17%-21%; and automobiles account for the remainder.

With its strong brand recognition; centrally located stations well served by local transit; and on-board amenities and opportunities for productive work, Amtrak is uniquely positioned in the market for service between major NEC center cities. Its product offerings, *Acela Express* and *Northeast Regional*, provide several options for discriminating customers. *Acela Express* provides a higher end, faster service, while *Northeast Regional* offers a lower cost service to more stops that is still competitive with respect to trip times and amenities.

Because most trips among those who travel at all in the NEC are for leisure purposes (between 65-72%), Amtrak has opportunities to expand its leisure offerings. Today, the majority of *Acela Express*, and many *Northeast Regional*, customers take Amtrak for business purposes. However, 60% of all NEC travelers say they would consider Amtrak for future travel.



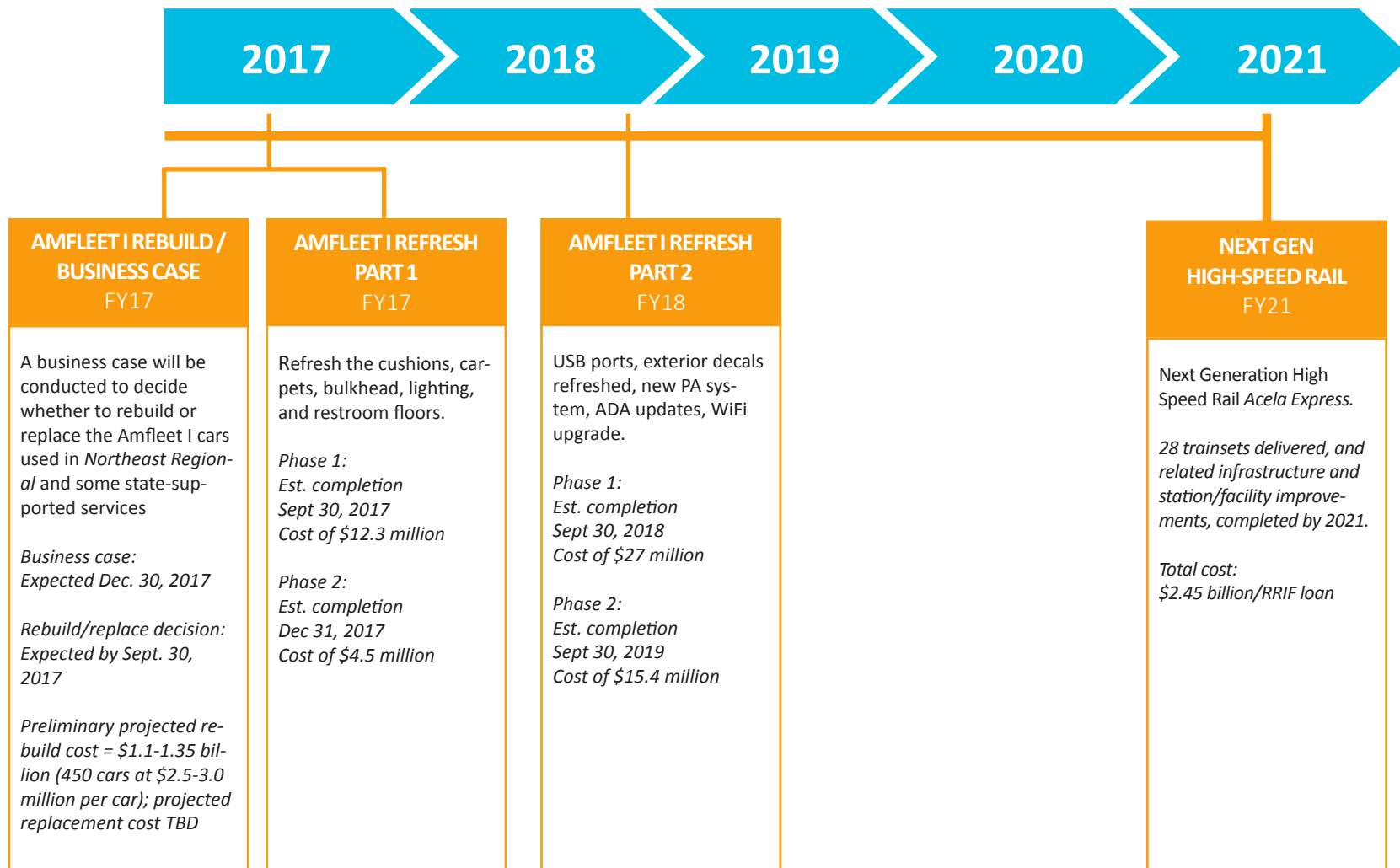
With its strong brand recognition; centrally located stations well served by local transit; and on-board amenities and opportunities for productive work, Amtrak is uniquely positioned in the market for service between major NEC center cities.

	OBJECTIVE 1 <i>Attract More Customers</i>	OBJECTIVE 2 <i>Increase total revenue and yield from NEC services</i>	OBJECTIVE 3 <i>Increase net operating revenue from NEC service</i>	OBJECTIVE 4 <i>Prepare for the relaunch of Acela Express in 2021</i>	OBJECTIVE 5 <i>Refresh passenger coaches used for Northeast Regional service</i>
DEFINITION	<ul style="list-style-type: none"> Increase ridership, on <i>Northeast Regional</i> and <i>Acela Express</i> services 	<ul style="list-style-type: none"> Increase revenue by increasing ridership and revenue per customer 	<ul style="list-style-type: none"> Reduce costs of operating NEC services and increase load factor 	<ul style="list-style-type: none"> Ensure that new <i>Acela Express</i> trainsets enter revenue service on schedule 	<ul style="list-style-type: none"> Refresh interiors of Amfleet I cars to improve appearance
MEASURE	<ul style="list-style-type: none"> Year-over-year ridership increase of 1% on <i>Northeast Regional</i> in FY18 and 2% annually thereafter; 3% on <i>Acela</i> in FY21 with phase-in of new trainsets. Increase share of air/rail and highway/rail markets by 1% annually. Improve on-time performance to 93% over the five-year period. 	<ul style="list-style-type: none"> 2% annual growth increase in operating contribution from NEC services. Revenue per available seat mile: 4% annual <i>Acela Express</i> growth and 2% on <i>Northeast Regional</i>. 	<ul style="list-style-type: none"> Cost per available seat-mile reduced by 1% annually. Load factor increased by 1% annually. 	<ul style="list-style-type: none"> Maintain schedule for trainset delivery (prototype in Q1 FY20; first revenue trainset delivered Q1 FY21; 28th revenue trainset delivered Q2 FY22). Safety mitigation in place Q2 FY20 Servicing & Inspection facilities complete Q3 FY20. 	<ul style="list-style-type: none"> Phase 1 completed by end of Q1 FY18 Phase 2 completed by end of Q2 FY19 eCSI score post-refresh +2%
MEETS CORPORATE OBJECTIVES	<ul style="list-style-type: none"> Improved product and customer experience 	<ul style="list-style-type: none"> Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Organizational efficiency and effectiveness Innovation 	<ul style="list-style-type: none"> Improved product and customer experience Innovation 	<ul style="list-style-type: none"> Improved product and customer experience Innovation
SUPPORTS CORPORATE MEASURES (TARGETS)	<ul style="list-style-type: none"> Increase ridership 2% annually eCSI score 85%+ 	<ul style="list-style-type: none"> Increase revenue 4% annually 	<ul style="list-style-type: none"> Increase revenue 4% annually 	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually eCSI score 85%+ 	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually eCSI score 85%

To achieve these objectives we will work collaboratively across the company.

INITIATIVES

The NECSL has begun a series of initiatives to improve the experience of both *Acela Express* and *Northeast Regional* passengers, ranging from improved boarding procedures at our major stations, refreshing the customer experience in the passenger cars that provide *Northeast Regional* service, improving our social media use to understand and improve the customer experience, and acquiring state-of-the-art high-speed trainsets as part of the relaunch of *Acela Express* service in 2021.



NEXT GENERATION HIGH-SPEED RAIL INITIATIVE

Amtrak is contracting with Alstom to produce 28 next generation high-speed trainsets that will replace the equipment used to provide *Acela Express* service. The contract is part of a \$2.45 billion investment on the NEC for a multifaceted modernization program to renew and expand the *Acela Express* service.

Many *Acela Express* trains currently sell out during peak travel periods. The new trainsets will have 30% more passenger seats, and will enable increased service including half-hourly *Acela Express* service between Washington DC and New York City during peak hours and hourly service between New York City and Boston. Each trainset will have modern amenities that can be upgraded as customer preferences evolve such as improved Wi-Fi access, personal outlets, USB ports and adjustable reading lights at every seat, enhanced food service and a smoother, more reliable ride. They will operate initially at speeds up to 160 mph and will be capable of speeds up to 186 mph following future NEC infrastructure improvements.

The first prototype of the new trainsets will be ready in 2019, with the first trainset entering revenue service in 2021. All of the trainsets are expected to be in service, and the current fleet retired, by the end of 2022.



Photo Credits: © Alstom SA, 2016 © Meconopsis by Trimaran. All rights reserved. Avelia Liberty high-speed train.

TRAINSET QUICK FACTS

+30%
 MORE SEATING

186 mph
 CAPABLE SPEEDS AS
 NEC INFRASTRUCTURE
 IS IMPROVED

+20%
 MORE ENERGY EFFICIENT

+400 Jobs
 AMERICAN
 MANUFACTURING JOBS

95%
 MADE IN AMERICA
 TRAINSETS

EXTERNAL ENVIRONMENTAL FACTORS



LIMITED CAPACITY

- Access to Manhattan from the south during the peak travel times. This limits Amtrak's ability to operate on schedule and increase frequencies to maximize ridership and revenue.
- Expanded capacity between Manhattan and New Jersey will be addressed by the Gateway Program, although funding remains to be determined. Capacity south of Baltimore will be addressed by the Maryland Section Improvements included in the Next Generation High Speed Rail Initiative.



AGING INFRASTRUCTURE

- Aging infrastructure limits the ability of Amtrak to operate NEC services with trip times and reliability that would increase ridership and maximize revenues, and creates a high risk of continuing, severe service disruptions like these experienced at New York Penn Station in FY17. Increased federal and state funding is essential, and by no means assured.



EQUIPMENT

- The aging and capacity constrained equipment used to provide NEC service limits Amtrak's ridership and revenue growth opportunities, and will have increasing adverse impacts on customer perceptions. We are addressing these factors by acquiring next generation *Acela Express* trainsets and undertaking a refresh of Amfleet I cars used for *Northeast Regional* service, while preparing a business case for long term investment in equipment for that service.



OTHER FACTORS

- NEC services operate in a very dynamic, competitive environment in which factors such as fluctuations in the price of aviation fuel and gasoline, and the relative ease with which air and bus competitors can enter and exit markets, can quickly and significantly impact Amtrak's competitive position. Amtrak must be agile from a business development perspective to identify the changes in the competitive environment and be prepared with initiatives, including service modifications and pricing strategies, to address these changes.

INTERNAL ENVIRONMENTAL FACTORS



HISTORICALLY CONFLICTED STRATEGY

The competing pressures to reduce costs and increase revenues have played out in a legacy corporate stovepipe structure that has limited Amtrak's ability to nimbly take measures to improve NEC services. The new corporate organization offers the opportunity for a coordinated approach to develop strategies and implement initiatives that yield optimum net financial results rather than narrowly focusing on the departmental inputs to the corporate P&L statement.



BUSINESS ACUMEN

Amtrak does not have a corporate history of a standard approach to developing and using business cases for project management. The new organizational structure offers the opportunity to address this, which is of particular importance for the NEC because of the magnitude of its major projects and the need to demonstrate prudent management to attract additional funding for these projects from multiple stakeholders.



CUSTOMER SERVICE

Providing quality customer service consistently is sometimes a challenge for Amtrak, as reflected in eCSI scores, and of great importance for the NEC because all of its operating costs, and a portion of its capital costs, are funded from customer revenues. to which all of Amtrak is held accountable. The new focus on customer experience in the Marketing and Business Development department and more training of Amtrak's customer-facing employees will help address this issue.

S

STRENGTHS

Market

- High Cost Recovery
- Value versus airlines (*Acela Express*)
- Growing metropolitan areas
- Growing ridership overall, though slowed by economic downturn
- Centrally located stations
- Brand equity

Operations

- On-time performance compared to competing modes
- Physical ownership of most NEC assets
- Generate revenues from other users that contributes to shared costs
- Stakeholders value the NEC and recognize the need for investment

Workforce Development

- Knowledge transfer from long term employees
- Creation of key employee development plans and progression plans (e.g., road foreman to general foreman, etc.)

W

WEAKNESSES

Market

- Inadequate capacity limits revenue growth
- Ridership already at capacity on many departures

Operations

- Relatively high operating costs
- Amtrak NEC labor agreements make costs of operating short-haul service (e.g., Springfield-New Haven; Harrisburg-Philadelphia) significantly higher than under national agreements

O

OPPORTUNITIES

Market

- Generation Y driving fewer miles; target millennial market
- Potential to charge for use of quiet car and/or *Acela Express* tables
- Higher congestion, hassle for other forms of transportation
- Public support/advocacy for NEC investment.
- Potential major federal infrastructure initiative

Operations

- Expansion of state-supported services that operate in part over NEC builds on existing operations efficiencies
- Section 212 requires other NEC users to pay proportionate share of costs.

Workforce Development

- Partner with Northeastern colleges and universities on curriculum/credentialing
- Provide clear career path opportunities (enhanced by large NEC workforce and proximity to Amtrak corporate service centers)

T

THREATS

Market

- Increasingly competitive environment to provide service and attract ridership
- Buses and airlines can undercut prices
- Airports are retooling to improve the customer experience and reduce waiting times

Operations

- Lack of capital investment and declining infrastructure base impair service reliability and create high risk of major disruptions in service at critical facilities like New York Penn Station and Hudson River Tunnels
- Increasing operating costs driven by high cost of operating and maintaining aging and heavily used infrastructure and equipment
- Local opposition to rail improvement projects.

Workforce Development

- Retention of highly qualified craft and management employees
- Industry not attractive to millennials (hours, work holidays, compensation, etc.), particularly in NEC employment centers with high living costs and high levels of educational attainment

INVESTMENTS NEEDED

Human Resources

Major NECSL initiatives (other than the Next Generation Trainset Project which is managed by a dedicated project management organization) are new and require additional head-count.

Equipment

The largest NECSL investment requirement is for the Next Generation High Speed Trainset acquisition and related improvements, which is being financed by a RRIF loan repaid from the net revenues the new trainsets will generate.

The next largest investment will be for replacement or major rebuilding of 40-plus year old Amfleet I equipment used on *Northeast Regionals*. Alternative approaches are being considered to identify investment funding. In the meantime, the complete refresh of Amfleet I interiors will require funding in FY18 and FY19.



Northeast Regional at Baltimore Penn Station

NEC Intercity Operations, FY 2017 - FY 2021

	Northeast Corridor (NEC) Account					NEC Intercity Operations 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
Ticket Revenue (Adjusted)	1,149,666	1,190,046	1,234,011	1,279,138	1,325,388	6,178,249
Charter/Special Trains	1,866	1,935	2,005	2,079	2,155	10,040
Food and Beverage	41,234	42,059	42,900	43,758	44,633	214,583
Contractual Contribution (Operating)						
PRIIA 209 Operating Payments	-	-	-	-	-	-
PRIIA 212 Operating Payments	-	-	-	-	-	-
Commuter Operations	-	-	-	-	-	-
Reimbursable Contracts	1,350	1,273	1,298	1,324	1,351	6,596
Access Revenue	374	406	414	423	431	2,049
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(17,101)	(16,689)	(17,181)	(17,722)	(18,283)	(86,975)
Operating Sources Subtotal	1,177,390	1,219,029	1,263,448	1,309,000	1,355,674	6,324,542
Contractual Contribution (Capital)						
PRIIA 209 Capital Payments	-	-	-	-	-	-
PRIIA 212 Capital Payments	-	-	-	-	-	-
Sole Benefit - Partners	-	-	-	-	-	-
Other State/Local Mutual Benefit	39,012	48,924	95,340	207,490	195,277	586,043
Financing Proceeds Applied	439,431	203,412	339,659	254,330	47,439	1,284,270
Other Capital and Special Grants (incl., state/local sources)	828	224,071	127,575	149,002	141,858	643,333
Capital Sources Subtotal	479,270	476,407	562,574	610,821	384,574	2,513,646
Federal Grants to Amtrak						
Prior Year Carryover Capital Grant Funds	196,531	-	-	-	-	196,531
Current Year FAST Sec 11101 Grants	-	-	-	-	-	-
Operating	-	-	-	-	-	-
Capital	-	71,091	109,737	177,088	250,533	608,449
Other Federal Grants (incl., FRA/OST, FTA, DHS)	44,068	8,771	8,774	6,642	8,117	76,372
Federal Grants to Amtrak Subtotal	240,599	79,861	118,511	183,730	258,650	881,352
Total Financial Sources	1,897,259	1,775,298	1,944,533	2,103,552	1,998,898	9,719,540
Financial Uses (Operating):						
Service Line Management	(161)	(165)	(169)	(173)	(178)	(846)
Train Operations	221,599	227,022	232,699	238,776	245,047	1,165,144
Equipment	191,522	196,209	201,115	206,367	211,787	1,007,001
Infrastructure	43,788	44,859	45,981	47,182	48,421	230,230
Stations	38,716	39,663	40,655	41,717	42,812	203,564
National Assets and Corporate Services	230,802	236,451	242,370	248,692	255,223	1,213,537
Total Operating Uses	726,265	744,040	762,651	782,560	803,113	3,818,629
Operating Surplus/Deficit (Operating Sources - Operating Uses)	451,125	474,990	500,796	526,440	552,562	2,505,913
Financial Uses (Debt Service Payments):						
RRIF debt repayments	40,103	20,722	29,946	42,006	86,691	219,467
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	40,103	20,722	29,946	42,006	86,691	219,467
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	1,130,891	1,010,536	1,151,936	1,278,986	1,109,095	5,681,444
Financial Uses (Capital):						
Service Line Management	5,170	192,668	676	68,158	68,158	334,830
Train Operations	37,952	23,807	29,112	21,306	14,987	127,164
Equipment	492,499	279,309	375,393	277,427	114,868	1,539,496
Infrastructure	302,513	267,701	500,112	665,090	743,012	2,478,427
Stations	80,815	73,811	97,200	115,085	90,729	457,640
National Assets and Corporate Services	138,517	90,207	80,534	63,537	48,325	421,120
Capital Expenditures	1,057,466	927,502	1,083,026	1,210,603	1,080,079	5,358,676
Legacy Debt Repayments	106,992	135,196	137,105	130,359	84,936	594,587
Total Capital Uses	1,164,458	1,062,698	1,220,131	1,340,962	1,165,014	5,953,263
Remaining Carryover Balance	(33,567)	(52,162)	(68,194)	(61,976)	(55,920)	(271,819)



NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com



STATE-SUPPORTED ROUTES

Fiscal Years 2017-2021

Five Year Strategic Plan for Amtrak's State-Supported Routes Service Line



EXECUTIVE SUMMARY

The mission of Amtrak's State-Supported Routes Service Line (SSSL), organized at Amtrak as State-Supported Business Development within the Marketing & Business Development department, is to provide intercity rail passenger service and supporting services under contract to states on corridor routes of not more than 750 miles. Its primary customers are state departments of transportation and authorities, and intercity travelers. FY16 revenues from state-supported routes included \$227 million from state partners for operating expenses; state partners paid an additional \$62 million for capital costs.



FISCAL YEAR 2016 PERFORMANCE HIGHLIGHTS

14.079
MILLION RIDERSHIP

1.898
BILLION TOTAL
PASSENGER MILES

18.76
REVENUE PER AVAILABLE
SEAT MILE (CENTS)

20.23
COST PER AVAILABLE
SEAT MILE (CENTS)

93%
COST RECOVERY RATIO

INTRODUCTION

The SSSL works with 21 state and authority partners to deliver corridor service on 29 routes stretching across the country. Over the last year, Amtrak and our state partners collaborated through the State-Amtrak Intercity Passenger Rail Committee (SAIPRC) to analyze our challenges and opportunities that are the foundation of this plan.



Our Mission:

Deliver state intercity passenger rail transportation and supporting services across the National Network, meeting the needs of our state partners and passengers.

Our Vision:

Transportation services that exceed expectations while balancing State partner goals and system efficiencies, in collaboration with all stakeholders.

INTRODUCTION (CONTINUED)

Together with our state partners, the SSSL continues its work on the implementation of Section 209 of PRIIA. Section 209 called for the states and Amtrak to jointly develop a uniform cost sharing methodology for all services under 750 miles in length outside the Boston-Washington main line. The methodology was approved by 18 of 19 states, and ultimately by the Surface Transportation Board in 2012, and implemented in state pricing in FY14. However, many issues remained surrounding the details of Section 209 implementation.

In July 2015, the states, Amtrak and FRA approved the creation of SAIPRC to provide a more structured format to handle the outstanding cost-sharing and other issues related to Section 209 and to oversee implementation and coordinate decision making on an ongoing basis. This means establishing working groups jointly staffed by Amtrak, states, and FRA to research and make recommendations on ways to clarify and update elements of the Section 209 cost-sharing formula. These recommendations are then voted on by SAIPRC, with Amtrak, the states and FRA each having one vote and with all three votes required for any changes to take effect.

In November 2015, SAPIRC held, and passed, its first vote to update the cost-sharing formula of the Section 209 methodology. The package of changes consisted of modifications to the allocation methodology for stations and reclassification of certain marketing costs that took effect in FY16. At this

time, working groups exist to consider allocation methodologies for contact centers, stations, and for route-specific dispatching (including block and tower operations), and to develop processes for approving future equipment capital plans and future updates of the Amtrak Performance Tracking (APT) system that will affect Section 209 pricing, and additional documentation to help states understand Section 209 costs.

In December 2015, the FAST Act formally authorized the creation of a committee to address Section 209 issues and provided funding support.

While much work remains ahead for the SAIPRC, its working groups, and the Next Generation Equipment Committee (NGEC) created by Section 305 of PRIIA that addresses equipment-related issues, Amtrak believes that the results achieved in recent months have been very positive developments in its relationship with the States. These committees have created successful venues for consolidating the varied issues among the states, and developing solutions that can meet the statutory requirements of Section 209 and Amtrak's business requirements for maintaining consistency across its services. The SSSL will continue to work through these committees and working groups to address the states' wants, needs, and expectations for their services.



Ethan Allen

INTRODUCTION (CONTINUED)

BUILDING BLOCKS OF OUR MISSION

Intercity passenger rail transportation: This is why Amtrak was created and is the core of what we do.

Supporting services: Passengers don't only begin and end journeys at our stations — from booking a ticket to arriving at the station and riding a train, we must work to meet the variety of wants, needs, and expectations that they have. We need to provide the supporting services to help make our mode the preferred option for travel.

National Network: State-supported and long distance services comprise Amtrak's National Network and each service line's success is interdependent. We must work together with our long distance colleagues and other National Network stakeholders to make our shared network as coordinated as possible.

State partners: Without state partners, there are no state-supported trains. Our business is dependent on their satisfaction.

Passengers: Without passengers and demand for intercity rail travel, there is no reason for our state partners to support the trains.

BUILDING BLOCKS OF OUR VISION

Transportation experience: We want all components of our passengers' journeys to be seamless and not just focus on the time spent on the train.

Exceed expectations: We want our passengers' experience to be better than they expected.

Balance state partner goals and system efficiencies: Working with 21 state partners, we know that many of them will have different policy goals and funding levels. Many of these differences can be addressed at the individual route level, but for some issues we need to develop solutions for the entire service line, or the company, that are a fair compromise among our individual goals.

Collaboration with all stakeholders: As we work out these compromises among us, we need to do so together with all stakeholders — state partners, cities and towns, advocacy groups, and others.



Wolverine

*Across the country,
 29 state-supported
 routes are funded by
 21 funding partners
 including state depart-
 ments of transportation
 and authorities chartered
 specifically to administer
 certain rail corridors.*

MARKET OVERVIEW

Amtrak’s state-supported routes, and their endpoints and funding partners, are listed below. The endpoints shown in the “Cities Served” column include segments on the Boston-New York-Washington NEC main line on which these routes are not state-supported.

REGION	ROUTE	CITIES SERVED	FUNDING PARTNER(S)
<i>Northeast</i>	The Downeaster	Boston - Portland - Brunswick	Northern New England Passenger Rail Authority (NNEPRA)
	New Haven - Springfield	New Haven - Springfield	Connecticut, Massachusetts
	Vermont	Washington - St. Albans, VT	Vermont, Connecticut, Massachusetts
	Empire Service	New York - Albany - Niagara Falls	New York State
	Maple Leaf	New York - Toronto	New York State
	Adirondack	New York - Montreal	New York State
	Ethan Allen Express	New York - Rutland, VT	Vermont, New York State
	Keystone Service	New York - Philadelphia - Harrisburg	Pennsylvania
	Pennsylvanian	New York - Philadelphia - Pittsburgh	Pennsylvania
<i>South</i>	Washington - Lynchburg	Boston - Lynchburg	Virginia
	Washington - Newport News	Boston - Newport News	Virginia
	Washington - Norfolk	Boston - Norfolk	Virginia
	Washington - Richmond	Boston - Richmond	Virginia
	Carolinian	New York - Charlotte	North Carolina
	Piedmont	Charlotte - Raleigh	North Carolina
	Heartland Flyer	Oklahoma City - Fort Worth	Oklahoma, Texas
<i>Central</i>	Lincoln Service	Chicago - St. Louis	Illinois
	Illini / Saluki	Chicago - Carbondale	Illinois
	Illinois Zephyr / Carl Sandburg	Chicago - Quincy	Illinois
	Hiawathas	Chicago - Milwaukee	Wisconsin, Illinois
	Wolverines	Chicago - Detroit	Michigan
	Blue Water	Chicago - Port Huron	Michigan
	Pere Marquette	Chicago - Grand Rapids	Michigan
	Hoosier State	Chicago - Indianapolis	Indiana
	Missouri River Runner	St. Louis - Kansas City	Missouri
<i>West</i>	Pacific Surfliner	San Diego - Los Angeles - San Luis Obispo	Los Angeles - San Diego - San Luis Obispo (LOSSAN) Rail Corridor Agency
	San Joaquins	Oakland/Sacramento - Bakersfield	San Joaquin Joint Powers Authority (SJJA)
	Capitol Corridor	San Jose - Oakland - Sacramento - Auburn	Capitol Corridor Joint Powers Authority (CCJPA)
	California-owned equipment	Various	California Department of Transportation
	Cascades	Vancouver, BC - Seattle - Portland - Eugene	Washington State, Oregon

CUSTOMER ANALYSIS

State-supported routes are a diverse collection of services, reflecting the states, regions, and cities served by the individual routes. Many routes offer multiple daily frequencies, though some routes have a single round trip per day. Most service is reserved, with tickets purchased for specific trains, but a few routes are unreserved and a ticket can be used at the passenger's convenience on any train. Most state-supported services across the country are freestanding corridors, but in the Northeast some state-supported trains are extensions of Amtrak's Boston-Washington *Northeast Regional* service. Finally, while the majority of service is diesel-powered, the *Keystone Service* in Pennsylvania is the only electrified Amtrak route outside the NEC.

State-supported services have two primary customers: the passengers who use them and the state partners who provide funding.

Amtrak looks to its state partners to determine the service levels and, wherever possible, other aspects of the individual routes. What unites this diverse spectrum of routes is what Amtrak believes our national corridor passengers are seeking: a safe, convenient, and reliable travel experience that is a compelling alternative to congested highways and airports.

Just as there is a wide spectrum of routes, we work with a wide spectrum of organizations to plan, fund, and administer the state-supported services. They range from small teams in the rail offices of state departments of transportation looking for a turnkey passenger rail solution to larger freestanding agencies chartered to manage their specific rail corridors. Within our regulatory and operating requirements, the state-supported team strives to give each partner a mix of rail services tailored to its needs.



Missouri Runner

COMPETITIVE ADVANTAGE

There are many ways to travel between points on state-supported routes other than Amtrak. Depending on the distance, the origin and the destination, options include private vehicle, plane, intercity bus, and in some cases commuter rail.



+ PRO

Travelers can select their own departure time and can have a form of local transportation at their destination.

- CON

Need to drive a vehicle on often congested highways paralleling state-supported routes and park it at destination, sometimes at significant additional cost. These disadvantages can be particularly significant for trips that begin or end in city centers or include the most congested highway segments. No opportunity for productive work during trip.



+ PRO

Frequent service and competitive pricing can make travel by plane an attractive option.

- CON

Cost generally higher, particularly for last minute travelers or those requiring flexibility to change plans. Narrow seats and limited personal space compared to Amtrak's "no middle seat." Airport security screening experience is a clear disadvantage over train travel; airports are generally located some distance from center city destinations. Limited or no service outside major cities. Limited opportunity for productive work during trip.



+ PRO

For some travelers on state-supported routes, particularly those focused on a low cost method of transportation between major cities, intercity bus is an attractive option.

- CON

Delays due to highway/urban congestion. Narrow seats and limited personal space and restroom facilities; no food service. Limited or no service outside major cities.

Amtrak also faces competition in the provision of state-supported services. While there are factors that may limit state partners' ability to open all Amtrak-provided services to competitive bidders, many states use other providers for some of the services required for the operation of their state-supported trains or have done so in the past. All states are diligently pursuing opportunities to reduce costs, and there are many organizations with operating experience both in the United States and globally who are exploring ways to enter the U.S. market for intercity passenger rail.

Amtrak believes that our best response to this competition is to continue to work collaboratively with its state partners to identify and deliver the most efficient passenger rail services possible, at a competitive price that reflects the value that Amtrak delivers. In addition, we work hard to identify any and all opportunities to expand services.

	OBJECTIVE 1 <i>Develop and sustain culture of transparent communication and problem solving to cultivate collaboration and improved outcomes between state partners and Amtrak</i>	OBJECTIVE 2 <i>Provide transparent, accurate, timely, detailed, collaborative financial documentation based on aligned Section 209 interpretation which provide actionable insights</i>	OBJECTIVE 3 <i>Drive efficiency, quality, and productivity through process improvement</i>	OBJECTIVE 4 <i>Invest resources cost-effectively to enhance the most important aspects of the passenger experience</i>	OBJECTIVE 5 <i>Grow a loyal, long-term customer passenger base while targeting and acquiring new riders</i>
DEFINITION	With our multiple state partners across the country, our interconnected network, and our requirements to treat all partners equitably according to each one's unique needs and characteristics, effective communication and collaboration is a challenge. Common issues and solutions will be shared across states. We will work to empower the front line to solve our partners' problems through effective communication and collaboration between our partners and the service line.	The Section 209 Cost Methodology Policy is the foundation for the cost sharing required under PRIIA. We will work to keep this document current, accurate, and mutually-understood by stakeholders. We will work to continually improve the financial and operational documentation we provide so that it is transparent, accurate, timely, understandable, complete and relevant, and meets the needs of our partners. We will also work to understand the financial requirements and constraints of our partners.	The day-to-day operations of Amtrak must continually improve so that goals can be met at the best value. Target areas include process improvements, project management, service delivery optimization, and efficient asset usage. Projects and programs must deliver the intended results on-time and on-budget.	We will work together to understand what is important to our passengers, and we will set up the processes and systems to deliver that travel experience on a consistent basis. We will spend our scarce resources on improvements to the passenger experience that matter the most to our passengers.	State-supported routes must target and acquire new customers to ensure that demand continues to grow over the long-term. Amtrak ridership across all business lines is skewed toward older age groups. We must build satisfaction among these current customers in order to maintain growth in the short-term. However, we must also appeal to a new generation of passengers to sustain the business.
MEASURE	<ul style="list-style-type: none"> Partner Satisfaction Index 	<ul style="list-style-type: none"> Reports Issued 	<ul style="list-style-type: none"> Route-specific performance measures 	<ul style="list-style-type: none"> eCSI for SSSL 	<ul style="list-style-type: none"> Ridership for SSSL
MEETS CORPORATE OBJECTIVES	<ul style="list-style-type: none"> Innovation Training Improved product and customer experience Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Improved product and customer experience Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Improved product and customer experience Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Improved product and customer experience 	<ul style="list-style-type: none"> Improved product and customer experience
SUPPORTS CORPORATE MEASURES (TARGETS)	<ul style="list-style-type: none"> Revenue increase 4% annually Ridership increase 2% annually Reduce operating loss to \$150 million 	<ul style="list-style-type: none"> Revenue increase 4% annually Ridership Increase 2% annually Reduce operating loss to \$150 million 	<ul style="list-style-type: none"> Reduce operating loss to \$150 million 	<ul style="list-style-type: none"> Revenue increase 4% annually Ridership increase 2% annually 	<ul style="list-style-type: none"> Revenue increase 4% annually Ridership increase 2% annually



The Downeaster Service

INITIATIVES AND PILOT PROGRAMS

The objectives for the service line were identified by states and Amtrak, and prioritized by states, as part of a joint planning process through SAIPRC in 2016-17. Through SAIPRC, we hope to continue to refine these objectives and identify additional initiatives to support them.

SAIPRC Marketing Working Group

Through SAIPRC, Amtrak has joined with state partners to create a working group with a goal of reviewing market conditions, sharing marketing ideas and strategies, and collaboratively prioritizing the initiatives and recommendations that will drive increases in revenue and ridership on state-supported routes. The group meets regularly over conference calls and in person as part of SAIPRC.

College Outreach

The service line has begun approaching colleges and universities to better market rail transportation in order to attract ridership from this increasingly important market segment. Success with this initiative will raise revenue for the state partners, lower Amtrak's reliance on federal subsidies and also give the future market an opportunity to sample train travel in a positive manner.

SAIPRC / NGEN "514" Working Group

Working with the NGEN and SAIPRC, Amtrak and the states created the "514" Working Group (so named by adding Sections 305 and 209 of PRIIA that were the basis for its creation). The "514" Working Group developed and continues to update the Capital Investment Plan (CIP) for Amtrak rolling stock used by states in their services, and is the forum where Amtrak and the states discuss issues related to this shared equipment.

SAIPRC Station Experience Analysis

Amtrak and the states have agreed to undertake a project to better articulate the goals of the passenger experience at Amtrak stations that serve state-supported routes.

Connectivity

We know passengers on state-supported routes don't begin and end their journeys at our stations. In the short term, we need to improve the tools we offer that show our passengers all the options for the transportation they need on either end of their train trip, and work with states and other partners to increase the number of options.



External

The success of the state-supported services depend in large part on a reliable funding stream from our state partners. In many states, annual operating and capital funding is subject to annual state appropriations. Amtrak recognizes that states make tough choices to fund their state-supported services, and Amtrak will work with state departments of transportation and agencies to inform state legislatures of the benefits of intercity passenger rail.

Internal

Historically, the goals of every individual state have not always been aligned with the varied goals of Amtrak. Through the business plan process, the SSSL hopes to better articulate its goals throughout Amtrak and achieve improved alignment across the organization.

S

STRENGTHS

- New locomotives being delivered in Central and Western Region.
- Improved on-time performance, which also increases connectivity options with long distance and NEC trains.
- Corridor trains provide connectivity across the National Network.
- Many stations are well located.
- Growing metropolitan areas.
- Knowledge transfer from long term employees.
- Productive and relaxing travel time.
- Many markets served have limited travel options.
- Increased services and amenities to passengers (e.g., WiFi).
- State/agency partners value Amtrak's operating know-how.

W

WEAKNESSES

- States may be unable to pay in the future if the cost structure keeps increasing
- Some fully-allocated operating costs must be absorbed by Amtrak.
- Perception of conflicting incentives in Section 209 pricing formula.
- Labor costs.
- Overhead costs.
- Aging equipment on many routes.
- Continued issues with financial and operational record-keeping result in continuing questions from states about costs and billing.
- Limited subject matter experts and remaining interpretation differences on Section 209.

O

OPPORTUNITIES

- Route expansions.
- Build relationships with state partners to develop opportunities such as sponsorships/ advertising, etc.
- Capturing millennials as customers.
- Increasing desired levels of service on existing routes.
- High speed rail capturing new passenger segments.
- Co-branding has potential to increase revenue opportunities.

T

THREATS

- Lack of funding for long distance trains would result in many shared costs shifting to states, which would be difficult for them to fund.
- Competition from other operating vendors could reduce business.
- Curbside buses impact on ridership and pricing.
- Lack of federal funding and support for infrastructure investments.
- Unfunded mandates.
- Increasing input costs.
- Other contractors could provide better pricing.
- Aging customer base with no guarantee of replacement.
- Continued decreased fuel costs make driving affordable.

State-Supported Routes, FY 2017 - FY 2021

	National Network (NN) Account					State Supported 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
Ticket Revenue (Adjusted)	501,492	519,892	538,957	558,713	579,184	2,698,237
Charter/Special Trains	2,945	3,054	3,166	3,282	3,402	15,848
Food and Beverage	25,370	25,878	26,395	26,923	27,462	132,028
Contractual Contribution (Operating)						
PRIIA 209 Operating Payments	242,667	247,520	252,471	257,520	262,671	1,262,849
PRIIA 212 Operating Payments	-	-	-	-	-	-
Commuter Operations	-	-	-	-	-	-
Reimbursable Contracts	549	517	528	538	549	2,681
Access Revenue	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,715)	(2,235)	(2,339)	(2,461)	(2,589)	(12,340)
Operating Sources Subtotal	770,309	794,626	819,177	844,515	870,677	4,099,304
Contractual Contribution (Capital)						
PRIIA 209 Capital Payments	64,229	63,064	55,715	55,715	56,940	295,664
PRIIA 212 Capital Payments	-	-	-	-	-	-
Sole Benefit - Partners	-	-	-	-	-	-
Other State/Local Mutual Benefit	234,810	69,661	18,481	40,629	40,518	404,100
Financing Proceeds Applied	5,720	2,686	2,609	1,024	150	12,190
Other Capital and Special Grants (incl., state/local sources)	246	3,996	4,528	10,358	9,121	28,250
Capital Sources Subtotal	305,005	139,407	81,334	107,728	106,729	740,203
Federal Grants to Amtrak						
Prior Year Carryover Capital Grant Funds	127,500	-	-	-	-	127,500
Current Year FAST Sec 11101 Grants						
Operating	69,891	66,137	63,103	60,812	58,428	318,372
Capital	243,018	283,778	294,625	322,137	350,809	1,494,368
Other Federal Grants (incl., FRA/OST, FTA, DHS)	5,636	625	131	-	-	6,392
Federal Grants to Amtrak Subtotal	446,045	350,540	357,860	382,949	409,237	1,946,631
Total Financial Sources	1,521,358	1,284,573	1,258,372	1,335,192	1,386,643	6,786,137
Financial Uses (Operating):						
Service Line Management	4,550	4,662	4,778	4,903	5,032	23,924
Train Operations	343,382	351,786	360,582	369,999	379,716	1,805,465
Equipment	172,884	177,115	181,544	186,284	191,177	909,003
Infrastructure	34,638	35,485	36,373	37,322	38,303	182,121
Stations	81,911	83,915	86,014	88,260	90,578	430,678
National Assets and Corporate Services	202,836	207,800	212,990	218,559	224,300	1,066,484
Total Operating Uses	840,200	860,763	882,280	905,327	929,105	4,417,675
Operating Surplus/Deficit (Operating Sources - Operating Uses)	(69,891)	(66,137)	(63,103)	(60,812)	(58,428)	(318,372)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	226	-	-	-	-	226
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	226	-	-	-	-	226
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	680,932	423,810	376,091	429,864	457,538	2,368,236
Financial Uses (Capital):						
Service Line Management	16	1,180	578	14,041	14,041	29,857
Train Operations	51,014	77,758	67,000	47,759	42,113	285,643
Equipment	130,909	101,340	91,982	95,030	97,409	516,670
Infrastructure	264,386	100,834	67,823	60,591	117,966	611,599
Stations	126,718	62,160	74,982	155,848	131,057	550,765
National Assets and Corporate Services	92,422	56,480	49,801	35,310	37,836	271,848
Capital Expenditures	665,464	399,752	352,166	408,579	440,422	2,266,382
Legacy Debt Repayments	12,817	7,950	7,976	7,279	5,791	41,813
Total Capital Uses	678,281	407,701	360,142	415,858	446,214	2,308,196
Remaining Carryover Balance	2,652	16,109	15,949	14,006	11,325	60,041



NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com



LONG DISTANCE

Fiscal Years 2017-2021

Five Year Strategic Plan for Amtrak's Long Distance Service Line



EXECUTIVE SUMMARY

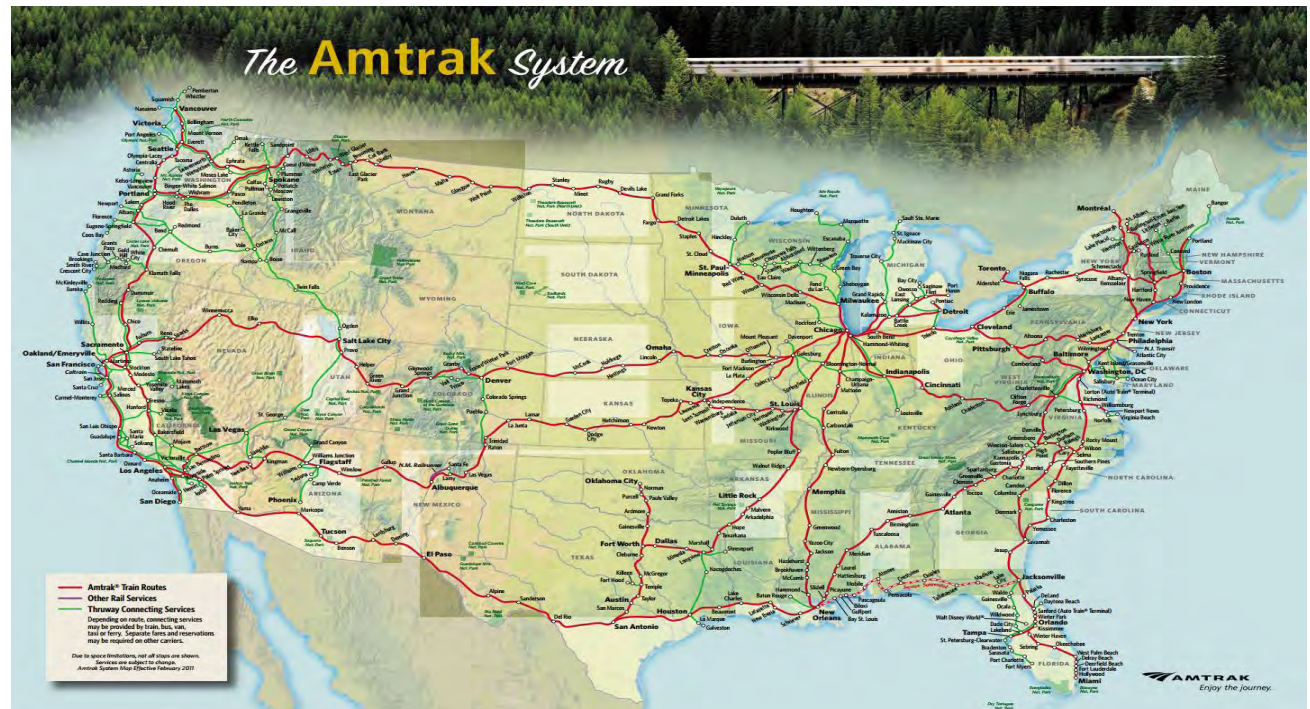
Amtrak’s long distance routes are the backbone of our national rail system. They provide the only passenger rail service to more than half the states and stations in the Amtrak network, connecting the nation’s major regions and preserving intercity mobility for underserved communities and populations.

Long distance passenger rail is a vital and necessary part of our national transportation system and economy.

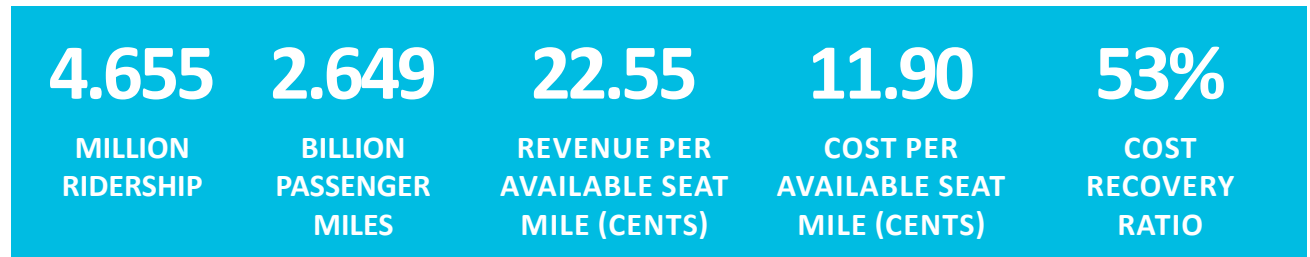
The mission of Amtrak’s Long Distance Service Line (LDSL), organized at Amtrak as Long Distance Business Development within the Amtrak’s Marketing & Business Development department, is to deliver a quality travel experience in the most cost-effective manner possible. The LDSL has crafted a five year plan focusing on three key components: optimizing operational efficiency; financial improvement; and service delivery, all supported on a strong safety and security platform. We are facing increased competition in the marketplace and the mandates of the FAST Act will challenge us to become leaner while enhancing service and growing ridership.

The LDSL has been the leader in creating the Operating Rules Safe Behavior Inventory (ORBSI) program to support behavioral-based safety and is also actively working with union leadership to improve the safety culture of the agreement workforce.

We remain committed to providing the best product possible to the communities we serve while providing the hardworking men and women of the long distance team the opportunity for a rewarding career.



FY16 PERFORMANCE HIGHLIGHTS



Long Distance service is a vital part of our national transportation system and economy.

+25%

LONG DISTANCE RIDERSHIP GROWTH SINCE 2006
Without new services, frequencies,
or equipment

INTRODUCTION

Amtrak's LDSL provides intercity rail passenger transportation along routes 750 or more miles between endpoints, as defined by 49 U.S.C. § 24102(7)(C). Our primary customers are intercity train travelers along these routes and the federal government. Long distance routes receive federal funds via appropriation to the National Network account.

Long distance routes are the foundation for intercity passenger rail service. These routes connect the nation's major regions to preserve intercity mobility for underserved communities and populations. They are the backbone of Amtrak's network and provide the only passenger rail service to half of the 46 states and nearly half of the over 500 stations served.

With Amtrak's corporate objectives and measures in mind, we are focused on optimizing operational efficiency, and financial and service delivery improvement supported by a strong safety and security platform.

Operating cost recovery for the LDSL - approximately 53% in FY16 - is comparable to the average farebox recovery for U.S. commuter railroads. In FY16, long distance trains covered 79% of direct operating costs (excluding costs for overhead and services shared with other service lines). Although passenger revenues cover the vast majority of direct operating costs, the economics of and consumer demand for long distance train service do not make it possible to cover all operating expenses solely with ticket and other revenues.

Long distance routes also require significant capital investment. Most of our long distance passenger car fleet equipment dates from the early 1980s and will require overhaul or replacement in the coming years. The bi-level Superliner cars are the most heavily used passenger equipment in North America — ***the average car travels an annual distance equal to seven trips around the world.***

MARKET OVERVIEW

The LDSL is responsible for the revenue performance of Amtrak’s long distance routes and works closely with the Operations units to manage costs and deliver quality service. Approximately 15% of total Amtrak ridership comes from long distance trains, along with 17 percent of Amtrak’s total revenue. Much of this ridership connects with other trains in the Amtrak system, generating additional revenues for other routes.

LONG DISTANCE SERVICE SUMMARY		
Train Name	City Pairs	Frequency
Sunset Limited	Los Angeles-New Orleans	3x/week
Southwest Chief	Chicago-Los Angeles	Daily
California Zephyr	Chicago-Oakland	Daily
Empire Builder	Chicago-Seattle/Portland	Daily
Coast Starlight	Los Angeles-Seattle	Daily
Crescent	New York-New Orleans	Daily
Texas Eagle	Chicago-San Antonio Chicago-Los Angeles	Daily 3x/week
Capitol Limited	Chicago-Washington	Daily
Lake Shore Limited	Chicago-New York/Boston	Daily
Cardinal	Chicago-New York	3x/week
Auto Train	Lorton-Sanford	Daily
City of New Orleans	Chicago-New Orleans	Daily
Palmetto	New York-Savannah	Daily
Silver Star	New York-Tampa-Miami	Daily
Silver Meteor	New York-Miami	Daily

15% OF TOTAL AMTRAK *RIDERSHIP* COMES FROM LONG DISTANCE TRAINS.

17% OF TOTAL AMTRAK *REVENUE* COMES FROM LONG DISTANCE TRAINS.



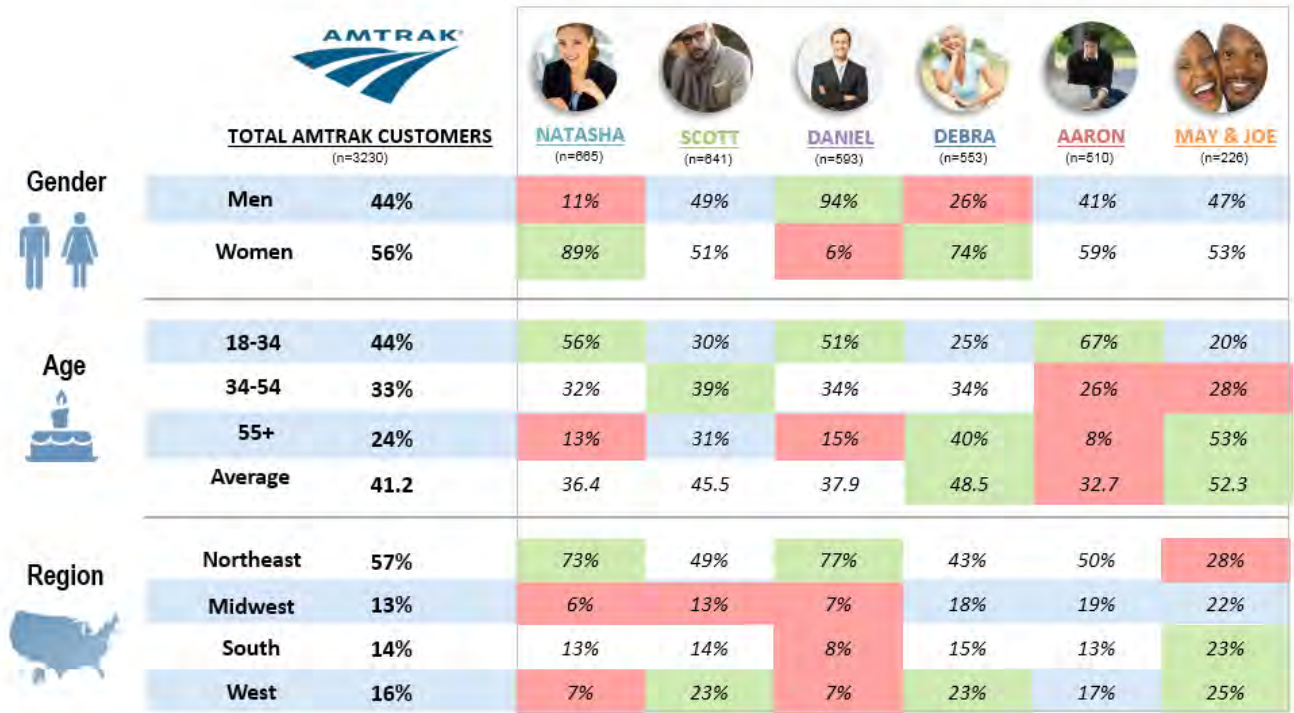
The Empire Builder

CUSTOMER ANALYSIS

Our long distance customers travel for a wide variety of reasons. While many choose long distance trains for their leisure travel, the majority of long distance passengers are traveling on “purpose trips” such as visits to family and friends. Eighteen percent begin and/or end their trips at stations in rural areas.

Through market surveys, the LDSL has developed key customer profiles to target for increased ridership. As Amtrak develops new market strategies, these customer profiles help guide product development.

- Although most Amtrak long distance customers are female, most of the customer segment is split equally by gender, with the exception of Traditional Enthusiasts and Impassioned Critics, who strongly skew female.
- Traditional Enthusiasts and Social Explorers are the oldest of Amtrak’s long distance customers, while Aspiring Transactors are the youngest. The average age of Amtrak’s long distance customers skews a bit older (almost 50 years of age) than the company’s average customer.



LEGEND

AM = Affluent Maximizer - in early 50s and lives downtown with their spouse. Takes about 10 round trips a year by all modes, mostly for leisure, but is more likely than others to travel for business.

TE = Traditional Enthusiasts – in late 50s. Takes fewest number of trips overall and the majority are for leisure. Overall, about one-third of trips are by Amtrak while almost half are by car

SE = Social Explorers – late 50s, and are one of the oldest segments. Taking about 7 round trips per year, with about half being long distance.

AT – Aspiring Transactors - youngest of Amtrak’s customers, in their late 20s, and have a college education. Travel a lot (about 12 round trips a year). While half of their trips are for leisure, they are more likely than others to travel for business.

IC – Impassioned Critics - early 40s with a good full-time job, a loving partner and two great kids. Take the most trips overall, particularly long distance trips and primarily for leisure.

COMPETITIVE ANALYSIS

There are many ways to travel between places on long distance routes. Depending on the origin, distance, and the destination, options can range from private vehicle, plane, intercity bus and Amtrak. Each of these competitive modes has distinct advantages and disadvantages relative to traveling on an Amtrak long distance train.



+ PRO

Travelers can select their own departure time and can have a form of local transportation at their destination.

- CON

Because most long distance travelers are making very lengthy trips, travel by private vehicle takes considerable time and often requires overnight stops en route. This makes for a long and arduous trip, particularly for travelers who do not enjoy driving or are unable to drive long distances.



+ PRO

The faster speed of a plane is a clear advantage given the time necessary to travel long distances by train.

- CON

Narrow seats and limited personal space compared to Amtrak's "no middle seat." Airport security screening experience is a clear disadvantage over train travel. Most places served by long distance trains have limited or no air service. Seeing America is much more enjoyable at eye level than at 30,000 feet!



+ PRO

Intercity bus is an option for those focused on an often low cost method of transportation

- CON

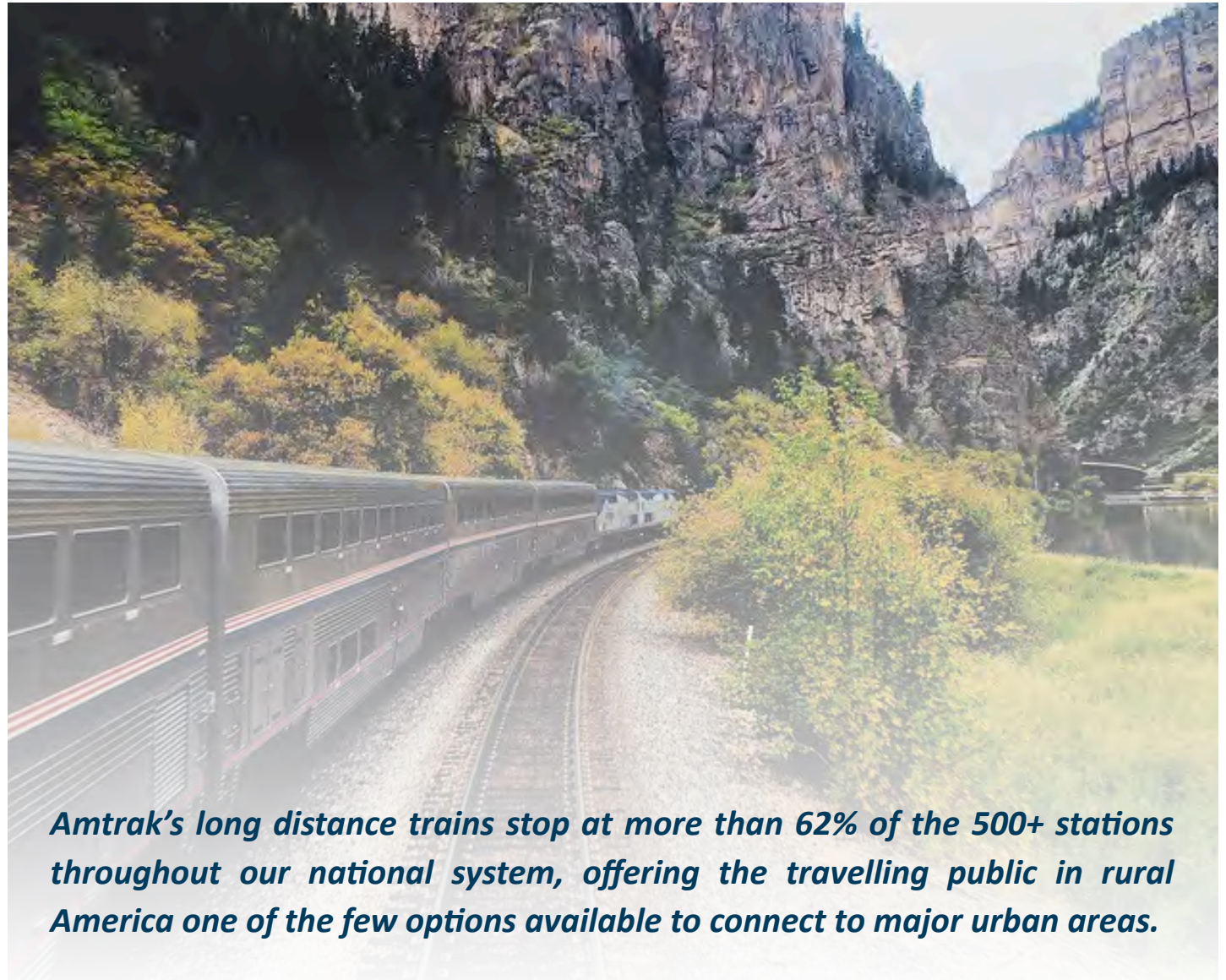
Amtrak trains offer larger seats with more legroom, sleeping accommodations and food service that make long trips much more enjoyable.

COMPETITIVE ADVANTAGE

While Amtrak may have a unique status as an intercity passenger rail provider, Amtrak does not have a monopoly on intercity travel. Travelers have many ways to move between cities and Amtrak must provide a competitive offering to attract passengers.

Many smaller communities on long distance routes do not have access to air travel. Amtrak's long distance trains stop at more than 62% of the 500 plus Amtrak stations, providing the travelling public in rural America with connectivity to major urban areas and our nationwide route network.

Amtrak's long distance routes offer the one true option leisure travelers have to make the journey itself part of the travel experience. These trains allow customers to see the country's varied and scenic landscapes without distraction. These trains connect the East with the West, they transport rural and metropolitan passengers, and are a primary travel option to many national landmarks and attractions, including our national parks.



Amtrak's long distance trains stop at more than 62% of the 500+ stations throughout our national system, offering the travelling public in rural America one of the few options available to connect to major urban areas.

Consumer benefit:

Value proposition:

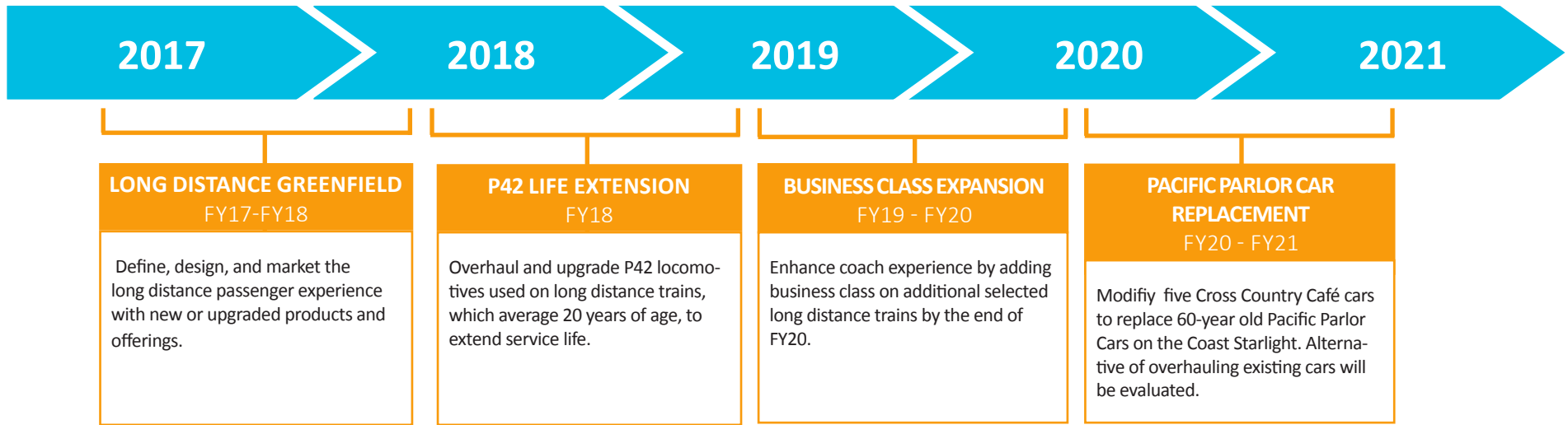
	Comfortable	Hassle-free (dependable)	Convenient/flexible	Keep life going	Value
	Seats where you can actually sit back and relax	Easy, streamlined boarding	Makes the trip easier, not harder	Be as connected/productive as if you weren't traveling	Money-saving features that make it better than flying
	<ul style="list-style-type: none"> Spacious, comfortable seats No middle seat Generous legroom Get up and move around (whenever you like) en-route Sleeping accommodations Café car and dining car (get food whenever you want) No pressurized cabin (which contributes to jet lag) 	<ul style="list-style-type: none"> Choose any seat No baggage hassles (gate checking; carry-on sizers; liquids restrictions, etc.) Spacious overhead compartments Arrive just minutes before departure. Free from long highway drives Safety (safe arrival at destination; safe travel environment) 	<ul style="list-style-type: none"> No change fees (we know your plans change) Arrive downtown / free from long commutes to city centers Eco-friendly 	<ul style="list-style-type: none"> No "airplane mode" Your own power outlet Free Wi-Fi on many routes Use your phone as much as you like Usable time 	<ul style="list-style-type: none"> No change fees First four bags are free Avoid additional costs of driving: parking, tolls, gas Saver Fares (book 14 days in advance) Senior fares, kids ride half price, student discount



The Crescent

	OBJECTIVE 1 <i>Equipment rightsizing</i>	OBJECTIVE 2 <i>Train operations efficiency</i>	OBJECTIVE 3 <i>Adjust schedules for equipment optimization.</i>	OBJECTIVE 4 <i>Improve customer service</i>	OBJECTIVE 5 <i>Continuously improve our culture of safety and security.</i>
DEFINITION	Right-size train consists to run the optimal number of cars on all routes to maximize revenue and minimize expenses, including food and beverage expenses by aggressively adjusting capacity, staffing, and fare structures to meet market demand across all seasons.	Implement terminal operation efficiency improvements.	Modify schedules and evaluate potential run-throughs between routes to reduce equipment requirements.	Invest resources cost-effectively in the most important aspects of the customer experience to maintain a loyal, long-term customer base.	Implement training and safety review practices.
MEASURE	<ul style="list-style-type: none"> • Cost recovery ratio 	<ul style="list-style-type: none"> • Route operating profit/ (loss) • Initial terminal performance • Key eCSI attribute scores 	<ul style="list-style-type: none"> • Greater equipment availability on higher-demand routes 	<ul style="list-style-type: none"> • Long distance customer praise to complaint ratio • eCSI score for LDSL • Increase in non-NEC state resident Amtrak Guest Rewards members 	<ul style="list-style-type: none"> • Passenger injuries per 100 million passenger miles • Operating rule violation ratio
MEETS CORPORATE OBJECTIVES	<ul style="list-style-type: none"> • Organizational efficiency and effectiveness • Improved product and customer experience 	<ul style="list-style-type: none"> • Organizational efficiency and effectiveness • Innovation 	<ul style="list-style-type: none"> • Organizational efficiency and effectiveness • Innovation 	<ul style="list-style-type: none"> • Organizational efficiency and effectiveness • Improved product and customer experience • Innovation 	<ul style="list-style-type: none"> • Safety • Training
SUPPORTS CORPORATE MEASURES (TARGETS)	<ul style="list-style-type: none"> • Increase ridership 2% annually • Increase revenue 4% annually • Reduce operating loss to \$150 million in 3 years 	<ul style="list-style-type: none"> • Reduce operating loss to \$150 million in 3 years. 	<ul style="list-style-type: none"> • Increase ridership 2% annually • Increase revenue 4% annually • Reduce operating loss to \$150 million in 3 years 	<ul style="list-style-type: none"> • Reduce operating loss to \$150 million in 3 years. • Increase ridership 2% annually • Increase revenue 4% annually • eCSI score 85%+ 	<ul style="list-style-type: none"> • Reduction in reportable injury rate to 1.75 per 200,000 hours

INITIATIVES AND PILOT PROGRAMS



The Cardinal

ENVIRONMENTAL FACTORS

External

Positive Train Control Implementation

Federal law requires installation of Positive Train Control (PTC), an enhanced train movement control system that prevents collisions and excessive speeds, on most rail lines over which long distance trains operate by 2020. Implementation of PTC, which will enhance safety, requires close collaboration with host railroads and Amtrak's Mechanical and Engineering departments, and additional expenditures to install equipment on locomotives and for installation of PTC on rail lines on which Amtrak is responsible for such costs.

On Time Performance

On-time-performance (OTP) remains a challenge primarily due to freight train interference.

Internal

Employee Engagement, and Retention

The LDSL can only be successful if all employees, both agreement covered and non-agreement management employees, are committed to a shared vision and expectations for service delivery. Ongoing training and development opportunities are critical to growing a motivated, engaged workforce able to meet financial objectives and anticipate customer needs. Continuing customer service training and leadership development training underscore these goals.

Workforce Evolution Risk Management

Opportunity for productive change always comes with the evolution of the work force, but this also may increase the risk of mistakes, major safety incidents and reduced productivity. It is imperative that we mitigate these risks with initiatives to drive safety and operational excellence. The LDSL will increase the number of employees with Six Sigma greenbelt certification¹ via the Lean Enterprise Solutions organization, and vigorously pursue the benefits that come with implementing lean enterprise solu-



The Auto Train

¹ Employees who spend some of their time on process improvement teams. They analyze and solve quality problems, and are involved with Six Sigma, lean or other quality improvement projects.

STRATEGIC ISSUES

Network Expansion

Amtrak's long distance route network does not serve many areas of the country that would benefit from Amtrak service. There is strong support among many elected officials and other stakeholders for expanded and increased long distance service, including restoration of service in the Gulf Coast Region between New Orleans and Florida and daily operation of the New York-Washington-Chicago *Cardinal*. Amtrak supports smart expansion of long distance service, which would require additional federal and state funding for capital costs and ongoing operating costs not covered by passenger revenues.

Technology Upgrades

EPIC, a multi-year effort to deliver a new travel solution engine where each customer interaction becomes a seamless extension of their previous interaction, enabling customers to perform actions such as product comparison, product research, and application of promotions and loyalty points across one platform.

Federal Funding Policy

Federal funding for long distance services should be provided through a contract for services under which the federal government pays Amtrak a fixed price, preferably under a long term agreement, to operate long distance routes, just as it pays contractors to build military equipment and provide technology services. Instead of the current arrangement under which the federal government partially subsidizes Amtrak's costs for these services, they should be treated like any other federally contracted services, and funds received from the government should be treated as revenue from a customer – not a subsidy from a public entity.

Talent Management

The LDSL must develop, acquire, and retain talent that will deliver on our mission. Our employees are our foundation for success; they work every day to fulfill the mission, strategy, and promise of Amtrak. However, the job market has shifted dramatically over the past five years, going from employer-centric to almost entirely candidate-centric. Attracting top talent is a significant challenge as we struggle to retain current employees, as well as quickly fill vacancies.



S

STRENGTHS

- High load factors.
- Growing ridership.
- National connected network with large station matrix.
- Unique product and experience.
- Reaches destinations with few other travel choices.
- Serves most major metropolitan areas including the fastest growing.
- Ability to carry lots of baggage.
- Safe operations.
- Moving to business line structure with route accountability.
- Long-serving employees have institutional memory and strong skill sets.

W

WEAKNESSES

- Significant federal funding required for operating losses Revenues far below fully allocated operating costs.
- Fuel and labor costs.
- Expensive food service model.
- Inconsistent product quality.
- Customer service sometimes falls short.
- On-time performance is not always adequate.
- Diffuse accountability for performance.
- Company culture not P&L focused.

O

OPPORTUNITIES

- Defray fixed costs through growing state services that share the base of operations.
- Business and university partnerships.
- Feeder services.
- Add value from up-selling.
- Shrinking air and bus competition in rural areas and small cities.
- Increased hassle and cost to fly.
- Marketing partnerships with destinations or travel vendors.
- Targeted internet marketing.
- Implement food and beverage savings initiatives.

T

THREATS

- Lack of sufficient, consistent federal funding and support.
- Changing demographics could reduce demand.
- Potential track downgrading on the *Southwest Chief* route.
- Unfunded mandates (e.g., ADA, PTC).
- Security / Terrorism incidents.
- Host Railroad agreement renegotiation.
- Growing freight train traffic on some lines.
- Fares in some markets can be undercut by curbside bus carriers.
- Curbside buses can also offer greater frequency between some city pairs.
- Equipment is increasingly dated.

Long Distance, FY 2017 - FY 2021

	National Network (NN) Account					Long Distance 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	422,831	430,366	445,646	461,245	477,357	2,237,446
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	68,128	69,490	70,880	72,298	73,744	354,539
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	189	178	182	185	189	922
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(3,594)	(3,216)	(3,338)	(3,477)	(3,623)	(17,249)
Operating Sources Subtotal	487,554	496,818	513,369	530,251	547,666	2,575,658
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	16,692	14,441	11,090	26,491	25,353	94,066
Financing Proceeds Applied	3,070	943	2,056	2,319	968	9,356
Other Capital and Special Grants (incl., state/local sources)	222	26,275	15,855	19,151	18,067	79,571
Capital Sources Subtotal	19,984	41,658	29,001	47,961	44,389	182,993
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	153,394	-	-	-	-	153,394
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	605,897	590,782	601,487	612,607	624,143	3,034,916
<i>Capital</i>	211,396	245,657	307,918	306,431	283,763	1,355,165
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,599	2,102	2,629	1,924	2,352	17,606
Federal Grants to Amtrak Subtotal	979,285	838,541	912,034	920,962	910,258	4,561,081
Total Financial Sources	1,486,824	1,377,017	1,454,404	1,499,174	1,502,313	7,319,732
Financial Uses (Operating):						
Service Line Management	3,138	3,215	3,295	3,381	3,470	16,500
Train Operations	503,172	515,487	528,377	542,175	556,415	2,645,626
Equipment	220,773	226,176	231,832	237,886	244,134	1,160,800
Infrastructure	14,138	14,484	14,847	15,234	15,634	74,338
Stations	67,381	69,031	70,757	72,604	74,511	354,284
National Assets and Corporate Services	250,861	257,000	263,427	270,306	277,405	1,318,999
Total Operating Uses	1,059,464	1,085,393	1,112,534	1,141,587	1,171,569	5,570,548
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(571,910)	(588,576)	(599,165)	(611,336)	(623,903)	(2,994,890)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	261	2,207	2,322	1,271	240	6,300
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	261	2,207	2,322	1,271	240	6,300
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	427,099	289,417	339,548	356,316	330,504	1,742,884
Financial Uses (Capital):						
Service Line Management	17	22,552	578	10,784	10,784	44,715
Train Operations	17,259	21,037	23,980	16,667	11,508	90,451
Equipment	234,908	142,739	158,100	142,870	136,150	814,768
Infrastructure	45,680	41,135	92,648	97,794	98,236	375,493
Stations	27,727	18,008	25,022	58,098	50,671	179,527
National Assets and Corporate Services	60,247	31,759	28,385	21,806	16,967	159,164
Capital Expenditures	385,838	277,230	328,714	348,019	324,316	1,664,117
Legacy Debt Repayments	34,494	30,861	30,318	27,295	22,221	145,190
Total Capital Uses	420,332	308,091	359,033	375,314	346,537	1,809,307
Remaining Carryover Balance	6,767	(18,673)	(19,485)	(18,998)	(16,033)	(66,423)



NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com



INFRASTRUCTURE ACCESS

Fiscal Years 2017-2021

Five Year Strategic Plan for Amtrak's Infrastructure Access Service Line



INTRODUCTION

The Infrastructure Access Service Line (IASL) consists of business activities involving the planning, development, management, and provision of access to users of Amtrak-owned or controlled infrastructure. Its primary customers are commuter and freight railroads and others that seek to make use of and improve Amtrak's infrastructure and fixed assets.

IASL primarily provides infrastructure access to commuter authorities and freight railroads in the Boston-to-Washington Northeast Corridor (NEC), but also provides infrastructure access on Amtrak-owned/operated lines elsewhere on Amtrak's National Network. Under the FAST Act's account structure, IASL's financial sources and uses are assigned between the NEC Account and the National Network Account. Its principal financial sources include operating and capital cost payments by NEC users pursuant to agreements governed by the Northeast Corridor Commuter and Intercity Rail Cost Allocation Policy developed by the NEC Commission, and federal appropriations to the NEC Account.

The NEC Commission, established by Section 212 of PRIIA (Section 212), is composed of members from Amtrak, the U.S. Department of Transportation, and the eight Northeast states and the District of Columbia. IASL works with the NEC Commission, and other key stakeholders such as commuter rail authorities and freight railroads, to carry out its mission. Amtrak has been informed by its NEC Commission membership in developing the plan set forth herein. A critical next step for development of FY18-FY22 plans is working with the Commission to integrate service line plans into the Commission's planning timeline as discussed during this year's consultation process.

IASL's fundamental responsibilities are meeting customer expectations related to their use of Amtrak assets, generating and growing revenue from such use, and driving appropriate investments to renew, rebuild, and enhance Amtrak infrastructure to meet present and future service needs. Its success depends upon robust asset and work management practices and capital planning, and project delivery processes to reliably provide its customers with the infrastructure needed to run their services.



SERVICE LINE MISSION

Efficiently plan, develop, provide, and manage Amtrak's fixed assets.

As Amtrak develops asset line plans in the coming years to meet the requirements of 49 U.S.C. § 24320(c), many issues addressed in this document will be covered in greater detail in the Infrastructure Asset Line Plan.

IASL performs a variety of functions, including:

- *Corridor Relationship Management and Coordination:* Serving as point of contact for major capital projects involving internal and external stakeholders and managing contractual agreements related to access and other project and force account agreements. Contributes to the company through relationship management and coordination, which requires extensive communication with various stakeholders through regular outreach sessions and negotiations with federal, state, and local governments.
- *Infrastructure Planning:* Coordinating planning for Amtrak infrastructure for both existing and new services. Long-term infrastructure planning is a complex responsibility that requires widespread communication with stakeholders, extensive attention to resource allocation, integrating intercity commuter and freight service plans, and strategic planning for improved or expanded services.
- *Capital Program Management:* Developing and managing, (i.e., monitoring, reporting and adjusting) both annual and five year infrastructure capital plans in order to maintain Amtrak assets in a state of good repair and move the forward to meet expanded service, reliability, frequency, and trip time improvements.

MARKET OVERVIEW:
THE NORTHEAST CORRIDOR

Amtrak’s right-of-way infrastructure assets are primarily located in the Northeast. Amtrak owns 363 miles of the right-of-way of the NEC main line between Washington, DC, and New Rochelle, NY, and between New Haven, CT, and the Rhode Island-Massachusetts border. Amtrak acquired these portions of the NEC, along with the branch lines to Springfield, Mass. (Springfield Line) and Harrisburg, Pa. (Keystone Corridor) pursuant to the Railroad Revitalization and Regulatory Reform Act of 1976, along with interests previously held by Penn Central Transportation Co. (Penn Central) in passenger rail yards and stations. For example, Sunnyside Yard in Queens, New York, was conveyed to Amtrak, but only the interests retained by Penn Central in New York Penn Station below an air rights plane were conveyed.

The branch lines are part of the NEC in several contexts, including being subject to capital planning and cost allocation provisions of Section 11306 of FAST and Section 212, 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 Washington, DC-Richmond, VA line. However, for purposes of accounting and preparation of Amtrak business plans, FAST defines the NEC as the Washington-Boston main line, and the branch lines as part of the National Network.



On the NEC main line, Amtrak provides infrastructure access for nine commuter services provided by seven commuter railroads:

- **Massachusetts Bay Transportation Authority (MBTA)** for operation between the Rhode Island/Massachusetts State Line and Providence, RI, and between Providence and Wickford Jct., RI under contract with the Rhode Island Department of Transportation
- **Shore Line East** commuter rail service between New London, CT and New Haven, CT by Connecticut Department of Transportation
- **Long Island Rail Road** between Harold Interlocking (Queens), NY and New York Penn Station
- **New Jersey Transit (NJT)** between New York Penn Station and Trenton, NJ, and from Frankford Jct., PA to Philadelphia, PA
- **Southeastern Pennsylvania Transportation Authority (SEPTA)** between Trenton, NJ and Newark, DE; service within Delaware is provided under contract with the Delaware Department of Transportation
- **Maryland Area Regional Commuter (MARC)** between Perryville, MD and Washington, DC
- **Virginia Railway Express (VRE)** between Washington Union Station and Virginia Avenue in Washington, DC.

These commuter railroads depend upon Amtrak, the infrastructure manager, to maintain infrastructure and ensure reliable operations for their services.

Amtrak also dispatches and maintains the Massachusetts-owned NEC territory per agreements with the MBTA which have been in place since 1987; negotiations are underway to extend that relationship through September 30, 2021. Metro-North owns and operates the portion of the NEC main line between New Haven, CT and New Rochelle, NY that is owned by the Connecticut Department of Transportation and New York Metropolitan Transportation Authority (MTA).

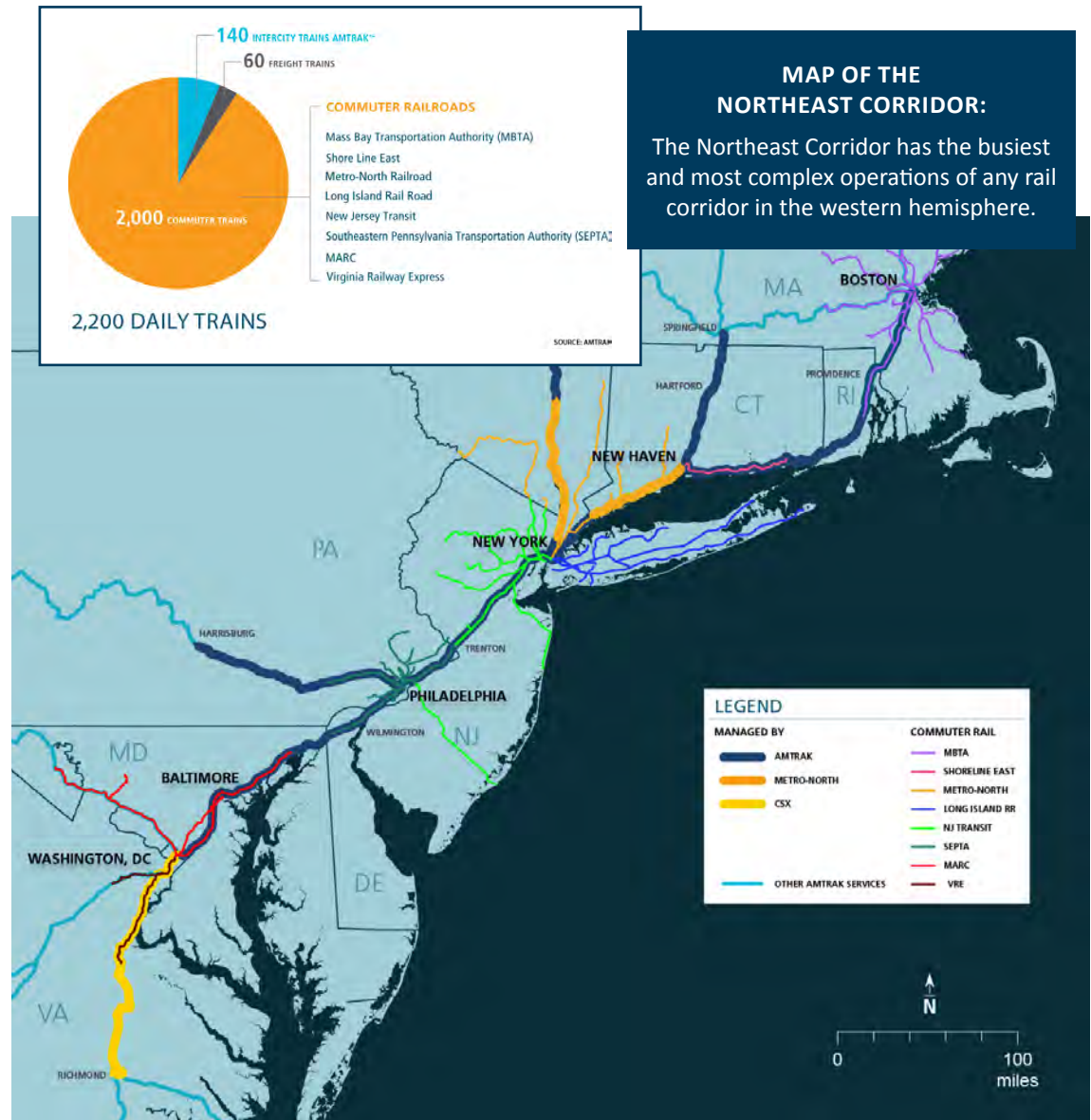
Their territories of the NEC commuter railroads are shown in the map on the following page.

The Northeast Corridor (Continued)

More than 260 million passenger trips are made on the NEC main line and branches each year. 17.1 million trips annually are made by Amtrak passengers. The balance are made on services operated by the NEC's eight commuter railroads. On a daily basis, approximately 750,000 trips are made on the NEC - either on Amtrak or one of the commuter railroads.

In the context of such heavy daily use and its reliance on aging infrastructure, much of the NEC is approaching the limits of its capacity and at the same time is in need of rehabilitation. Many rail assets are in need of redesign and replacement to provide the capacity needed for a growing population and economy, and to continue to provide safe, reliable, and convenient high speed rail service into the next century and beyond.

The recent events at Penn Station have underscored the need for increased collaboration among Amtrak and the station's commuter railroads - NJT and LIRR - and for acceleration of already planned track renewal work. Amtrak is coordinating with NJT and LIRR on temporary service reductions to provide longer track outages for expedited completion of this work, and has assembled a Safety and Security Task force and proposed development of a Joint Station Concourse Operations center to improve the station's concourse levels and enhance passenger safety and security. We are also developing a solicitation for a best-in-class building manager to handle building operations within Amtrak's space. Completion of currently underway construction of the Moynihan Train Hall will allow Amtrak to relocate ticketing, passenger waiting and baggage functions to the Moynihan Building, the former Farley Post Office across the street from Penn Station, enabling the redevelopment of Penn Station's main concourse currently shared by Amtrak and NJT passengers. Amtrak plans to create a new concourse development entity that will seek private sector partners to handle concourse operations, maintenance and improvements, and is inviting NJT and LIRR to join in this initiative.



MARKET OVERVIEW:
THE NATIONAL NETWORK

Amtrak owns the 104-mile Keystone Corridor from Philadelphia, PA to Harrisburg, PA and the 60-mile Springfield Line from New Haven CT to Springfield, MA, and has a long-term lease with CSX for the Hudson Line between Poughkeepsie, NY and Schenectady, NY (and owns outright two short segments of the Hudson Line in New York City and the Schenectady area).

In the Midwest, Amtrak owns 95 miles of right-of-way and infrastructure between Porter, IN and Kalamazoo, MI (Michigan Line), and Chicago Union Station and adjacent trackage. Chicago Union Station is the hub of Amtrak’s National Network.

Amtrak owns three heavy maintenance facilities and other smaller maintenance facilities.

Outside of the NEC main line, Amtrak provides infrastructure access to eight freight railroads and the following commuter rail agencies:

- **SEPTA** for operation on the Keystone Corridor between Philadelphia and Thorndale, PA
- Connecticut Department of Transportation for planned **CTrail service** on the Springfield Line
- **Metra** for access to Chicago Union Station and adjacent terminal trackage



Passengers board a SEPTA train.

CUSTOMER ANALYSIS

IASL's primary external customers are commuter and freight railroads. It also provides services for the three Amtrak train service lines: NEC Intercity Operations, State-Supported Routes and Long Distance, which have different service and infrastructure requirements than external partners. Ultimately, IASL's customers are the Amtrak and commuter rail passengers, and freight shippers, who depend upon ISAL to provide reliable and safe infrastructure and services for their trips and shipments. Other institutional customers include third parties such as states and localities that seek to use Amtrak's infrastructure or engage in capital projects or other activities that affect Amtrak's infrastructure temporarily or over an extended period.



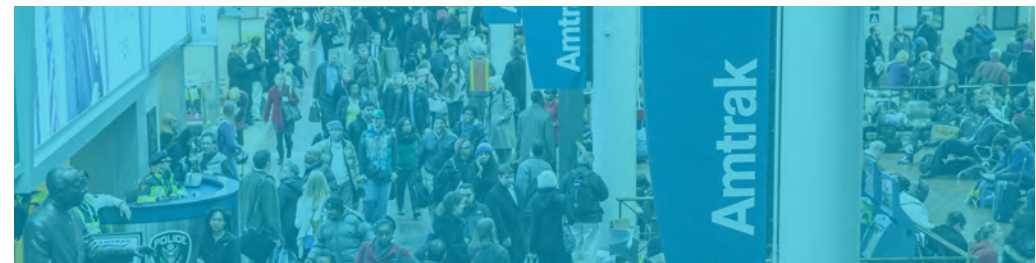
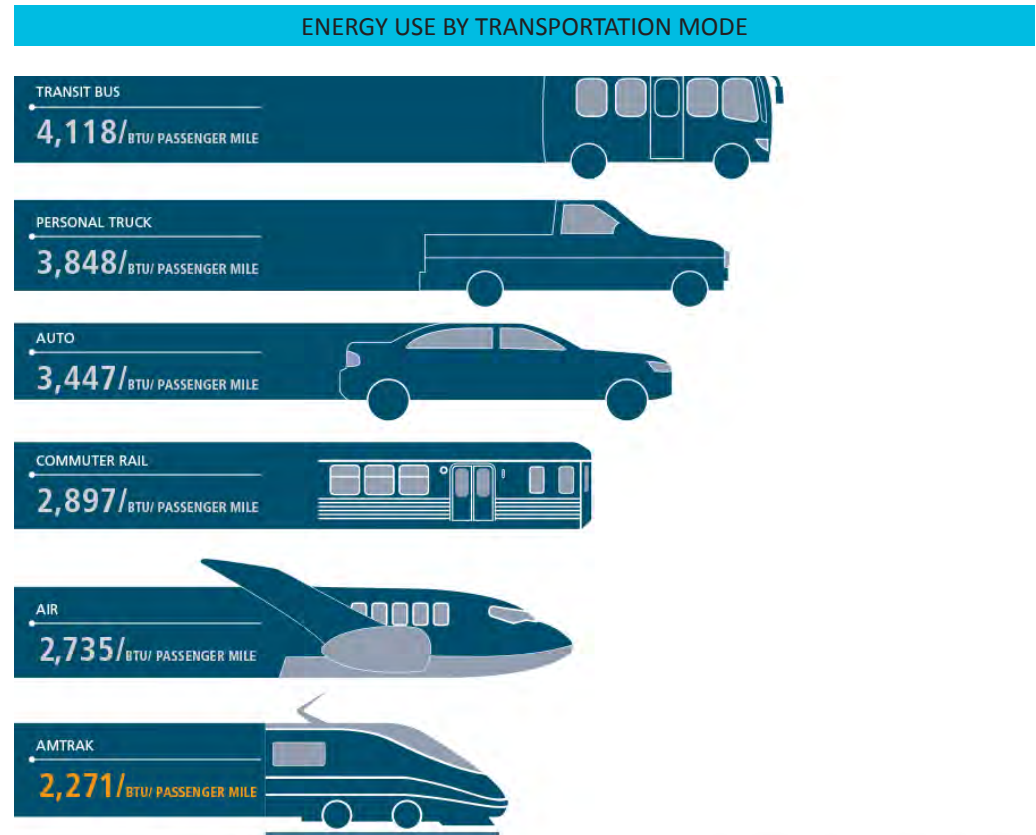
COMPETITION AND COMPETITIVE ADVANTAGE

As a provider of access to passenger and freight railroad operators, IASL's role is to optimize and enhance the competitiveness of Amtrak, commuter and freight rail services that rely upon Amtrak infrastructure.

The NEC – Amtrak's primary infrastructure asset – has geographic advantages stemming from its location in a growing region that accounts for a significant share of U.S. commercial activity, as well as competitive advantages created by its high volume, high speed main line serving central business districts and ports that enables NEC rail operators to exploit the advantages rail transportation offers compared to other modes.

The number of passenger trips on the NEC is projected to reach over a half billion – almost twice as many as today -- by 2040. As the popularity of rail travel soars, Amtrak and our NEC partners are challenged to ensure that the NEC can meet the demand for new capacity on this critical infrastructure asset, portions of which date back a century, and continue to deliver safe, reliable and convenient service.

Amtrak's primary competition as an infrastructure provider is with other modes and providers of infrastructure — auto, bus, and truck travel on highways, and air travel and airports, depending on the market served. Compared to other modes of transportation, passenger and freight rail transportation offer benefits of energy efficiency, lower greenhouse gas emissions, quick access to city centers, and travel time savings. Safety and reliability are also critical factors to Amtrak's success as a provider of infrastructure access. The accompanying graph illustrates that Amtrak and commuter rail are energy efficient choices, consuming fewer resources than other modes on a per passenger basis.



Asset condition and capacity

- As illustrated by the critical infrastructure issues at New York Penn Station, deteriorated asset conditions and inadequate track, station and tunnel capacity threaten current performance and future growth.
- The NEC State of Good Repair (SOGR) backlog is \$38 billion.
- Due primarily to growth in commuter rail operations, many of the most critical Amtrak-owned NEC infrastructure assets – particularly New York Penn Station and the adjacent Hudson River Tunnels, and Washington Union Station -- have grossly inadequate capacity to handle current levels of trains and passengers, let alone future growth.
- Amtrak's premier National Network asset, Chicago Union Station, has also experienced large increases in passengers and commuter trains that have produced severe overcrowding, and requires substantial investment to increase station and track capacity and fulfill its potential to become a world-class transportation facility.

Available funding

- No reliable, dedicated federal funding is available to address SOGR backlog and improvements; only small discretionary competitive grant programs.
- The Baseline Capital Charge (BCC) all NEC passenger rail operators are required to pay does not fully fund normalized replacement of basic infrastructure.
- Additional state/commuter agency funding will also be needed to advance joint benefit projects beyond normalized replacement funded with BCCs.

Managing shared assets

- Different needs for different users (e.g., commuter trains are slower and stop frequently) make scheduling difficult, and deadhead positioning moves of empty commuter trains consume valuable capacity (e.g. NJT to/from Sunnyside Yard), as do mid-day train storage needs for commuter railroads (e.g., MARC and VRE in Washington Terminal).
- Major stations (e.g., Chicago Union Station) are primarily used by commuters.
- Many station assets are owned or controlled by others and such owners may have broader interests than serving Amtrak (and in some cases commuter rail) passengers. A few examples: (1) Washington Union Station is owned by Union Station Redevelopment Corporation, and other users include Metro passengers, public and private bus passengers, retail, and office space. (2) At Penn Station New York, LIRR, Amtrak, and NJT each control different areas, and some areas have shared control. (3) Shared use stations in New Jersey are generally owned by NJT, though Amtrak remains responsible for track maintenance and in some cases station platforms.
- Challenges in managing and displaying information in a useful format make it difficult to link capital planning with service goals.

Resource availability, including track time and trained workforce

- Retaining a qualified workforce is a challenge.
- Specialized equipment or materials can take a long time to procure.
- Available time for infrastructure maintenance, renewal and improvement must be balanced against the needs of existing services.

Opposition to any temporary service curtailments

Elected officials and commuters generally oppose any temporary service curtailments. Performing maintenance, recapitalization, and improvement activities without affecting service is a balancing act. Working in between trains makes such work more expensive and time-consuming compared to modifying schedules or curtailing service to provide extended track outages.

Governance

Intercity and commuter rail are governed by different statutory, regulatory and funding schemes overseen by different federal agencies: FRA and the Federal Transit Administration (FTA). This means there is not a single process or point of contact at the federal level when projects involving multiple participants are proposed. This fragmented approach makes it challenging to implement jointly funded projects. The NEC Commission has identified in its reports the numerous intercity/commuter regulatory conflicts relating to grant agreement ("flowdown") provisions, Buy America requirements, environmental review of projects, labor regulations and disaster relief. Through Amtrak's Commission membership, the IASL is engaged with the Commission's work to harmonize these federal requirements which, although also impacting Amtrak's National Network, have the greatest effect in the NEC given its proliferation of shared Amtrak/commuter infrastructure and operations.

	OBJECTIVE 1 <i>Provide Safe and Reliable Infrastructure for Train Services</i>	OBJECTIVE 2 <i>Obtain funding and financing for infrastructure investment</i>	OBJECTIVE 3 <i>Manage implementation of agreements and adherence to the cost allocation policy.</i>	OBJECTIVE 4 <i>Improve Planning and Project Delivery</i>	OBJECTIVE 5 <i>Improve Network Performance</i>
DEFINITION	Perform ongoing maintenance, recapitalization, and improvement activities necessary to ensure Amtrak infrastructure supports safe and reliable operations while managing any necessary modifications to scheduled Amtrak, commuter, and freight train services.	Obtain necessary federal, state, and local funding to invest in key Amtrak assets and advance partnerships to invest in Amtrak assets. Develop projects and programs to attract resources.	Ensure agreements with partners reflect Amtrak's fair share of costs. Ensure Amtrak's internal policies and procedures are consistent with individual agreements and, where applicable, the cost allocation policy.	Coordinate with partners to develop infrastructure plans that are goal-driven and achievable, and linked to the capital budget development. Manage changes to capital plans and budgets, and communicate progress on capital program delivery to funding partners and other stakeholders.	Evaluate infrastructure use to identify scheduling, dispatching, and other operational improvements to use the existing capacity more efficiently. Identify capacity improvement opportunities which could improve reliability, trip times, ride quality and overall passenger experience for existing service levels.
MEASURE	<ul style="list-style-type: none"> Train delays and cancellations due to infrastructure issues, such as infrastructure failures, scheduled or unscheduled work. Partner Satisfaction Index Customer Satisfaction Index 	<ul style="list-style-type: none"> \$ increase in investment capital available to Amtrak. Discretionary grants obtained 	<ul style="list-style-type: none"> % of normalized replacement for NEC basic infrastructure through BCCs Signed agreements for matching funds from commuter agencies as required by PRIIA 212 for SOGR backlog, improvements, and major programs and projects Reducing overdue accounts receivable Partnership Satisfaction Index 	<ul style="list-style-type: none"> Adherence to scope, schedule, budget against asset and capital plans Partnership Satisfaction Index 	<ul style="list-style-type: none"> Improved on-time performance (OTP) Ridership and revenue generated Additional revenue trains added Train delays due to scheduling or dispatching issues such as train interference
MEETS CORPORATE OBJECTIVES	<ul style="list-style-type: none"> Safety Organizational efficiency and effectiveness Improved product and customer experience 	<ul style="list-style-type: none"> Organizational efficiency and effectiveness Innovation Improved product and customer experience 	<ul style="list-style-type: none"> Organizational efficiency and effectiveness Improved product and customer experience 	<ul style="list-style-type: none"> Organizational efficiency and effectiveness Improved product and customer experience Innovation 	<ul style="list-style-type: none"> Safety Organizational efficiency and effectiveness Innovation Improved product and customer experience
SUPPORTS CORPORATE MEASURES (TARGETS)	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually eCSI score 85%+ 	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually 	<ul style="list-style-type: none"> Increase revenue 4% annually 	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually 	<ul style="list-style-type: none"> Increase ridership 2% annually Increase revenue 4% annually eCSI score 85%+

Amtrak leadership has identified the following infrastructure initiatives as top priorities for the company with a three-year target to have funding commitments in place (FY17-FY19).

GATEWAY PROGRAM DEVELOPMENT

The Gateway Program is Amtrak’s highest infrastructure investment priority, focused on rail service preservation and expansion on the busiest stretch of the NEC between Newark, New Jersey and the heart of the corridor, New York Penn Station. Critical structures more than a century old and in distressed condition must be replaced and infrastructure to support doubling capacity must be built.

The recent derailments due to infrastructure failures at Penn Station have disrupted regional travel and have only highlighted the acute need for the Gateway Program to ensure viability of NEC operations. Approximately 200,000 daily commuter and intercity trips between Penn Station, New York and points west and south are at risk without committed action and investment. This risk in turn impacts the New York-New Jersey regional transportation network and the national economy. Apart from the immediate maintenance and rehabilitation program announced on April 27, 2017, accelerating the Gateway Program is paramount to the region’s future.

In the last year, the Gateway Program has taken major steps forward with the creation of the Gateway Program Development Corporation, an independent corporation led by a bi-state-Federal partnership to fund, finance, and deliver the program. Major commitments by federal and state officials of funding toward the two projects comprising Gateway Phase 1, Portal North Bridge and the Hudson Tunnel Project, have been secured, and the Environmental Impact Statement for the Hudson Tunnel Project has enjoyed rapid progress on an aggressive, expedited schedule.



The program of projects will replace single points of failure and bring aging infrastructure to a state of good repair. Key elements include construction of a new Hudson River Tunnel connecting to an expanded Penn Station, New York, rehabilitation of the existing tunnel under the Hudson River, which has been in service for over a century and was seriously damaged by Super Storm Sandy, as well as the replacement of the century-old Portal Bridge over the Hackensack River in New Jersey, and other track expansion and bridge projects in New Jersey.

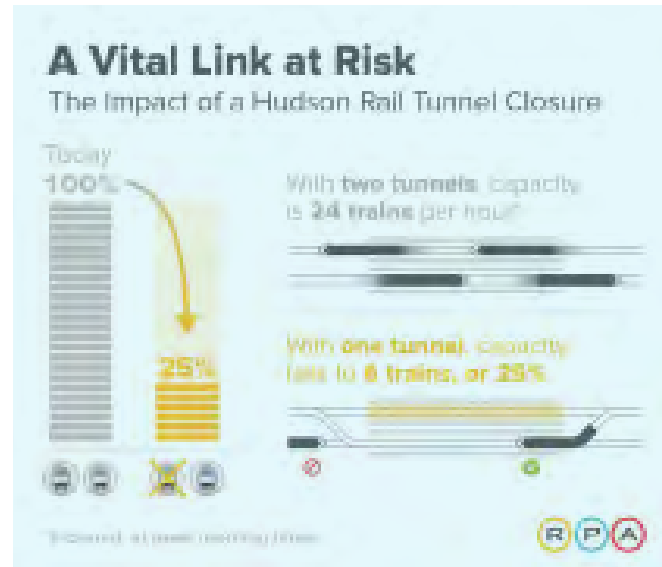
(The Gateway Program Continued)

The Gateway Program projects will replace single points of failure and bring aging infrastructure to a state of good repair. Key elements include construction of a new Hudson River Tunnel connecting to an expanded New York Penn Station, rehabilitation of the existing North River Tunnel under the Hudson River, which has been in service for over a century and was seriously damaged by Super Storm Sandy, as well as the replacement of the century-old Portal Bridge over the Hackensack River in New Jersey and other track expansion and bridge projects in New Jersey.

In June 2016, the two Phase 1 projects of the Gateway Program, Portal North Bridge and the Hudson Tunnel Project, took the first step toward qualifying for major USDOT funding as they entered the first phase (Project Development) of the Capital Investment Grant program. The Hudson Tunnel Project is now going through an expedited Federal environmental review and preliminary engineering, funded jointly by Amtrak and the Port Authority of New York and New Jersey. A Record of Decision (ROD) and preliminary engineering are expected to be completed in March 2018. The Portal North Bridge project is fully designed and permitted and submitted a Core Capacity rating package to FTA for evaluation in late 2016. Early work construction on Portal North Bridge will begin in 2017. If fully funded, the project can be completed by 2024, resulting in a high-level fixed span delivering a safer, more reliable experience for the 200,000 intercity and commuter passenger trips that rely on it daily.

Additional elements of the Gateway Program are reliant on continued federal funding to advance through design, environmental review, and construction. Near term projects include design of the replacement of the Sawtooth Bridges near Harrison, New Jersey, and initiation of the environmental impact statement for Penn Station expansion in Manhattan.

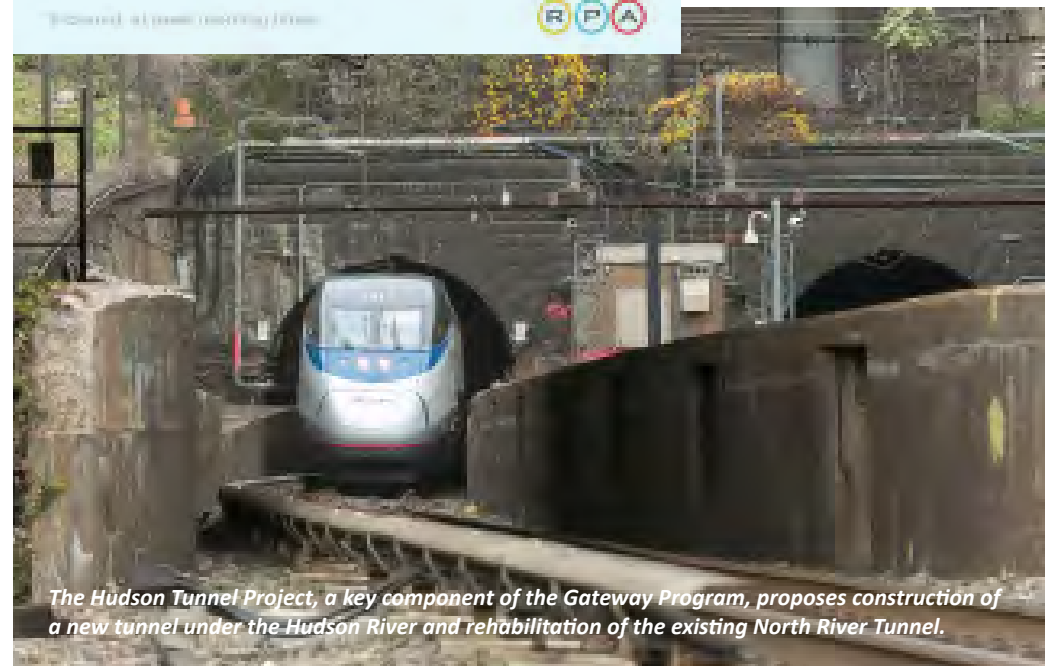
A formal Benefit Cost Analysis of the Gateway Program recently determined that every dollar spent returns nearly four dollars in the region.



75%

REDUCTION IN RAIL CAPACITY

if one tube of the North River Tunnel is closed prior to construction of a new tunnel.



The Hudson Tunnel Project, a key component of the Gateway Program, proposes construction of a new tunnel under the Hudson River and rehabilitation of the existing North River Tunnel.

BALTIMORE & POTOMAC (B&P) TUNNEL

Built just after the Civil War in 1873, the B&P Tunnel is one of the oldest infrastructure assets along the NEC. The tunnel is critical to Amtrak, MARC commuter and local Norfolk Southern Railway (NS) freight operations that support states throughout the region. ***It is a primary chokepoint along the NEC as train volume is constricted and the tunnel's tight curvature requires trains to reduce speeds to 30 mph.*** These limitations have impeded overall efforts to improve capacity and trip times along the NEC. The tunnels require replacement to maintain NEC services. With growing ridership demand, replacement of the tunnel is all the more critical.

In 2010, Maryland Department of Transportation (MDOT) was awarded \$60 million in funds provided by the High-Speed and Intercity Passenger Rail Program (HSIPR) included in the American Recovery and Reinvestment Act of 2009 for preliminary engineering and environmental review. FRA and MDOT have managed the environmental impact statement process, while Amtrak is managing the project engineering as the infrastructure owner. The record of decision was released March 2017.

Funding has not been identified to complete final design and undertake construction of the project. Obtaining a funding commitment and advancing the project over the next three years is critical for Amtrak's and the NEC's future.



Northeast Regional passing through the B&P Tunnel



Acela Express crossing the Susquehanna River.

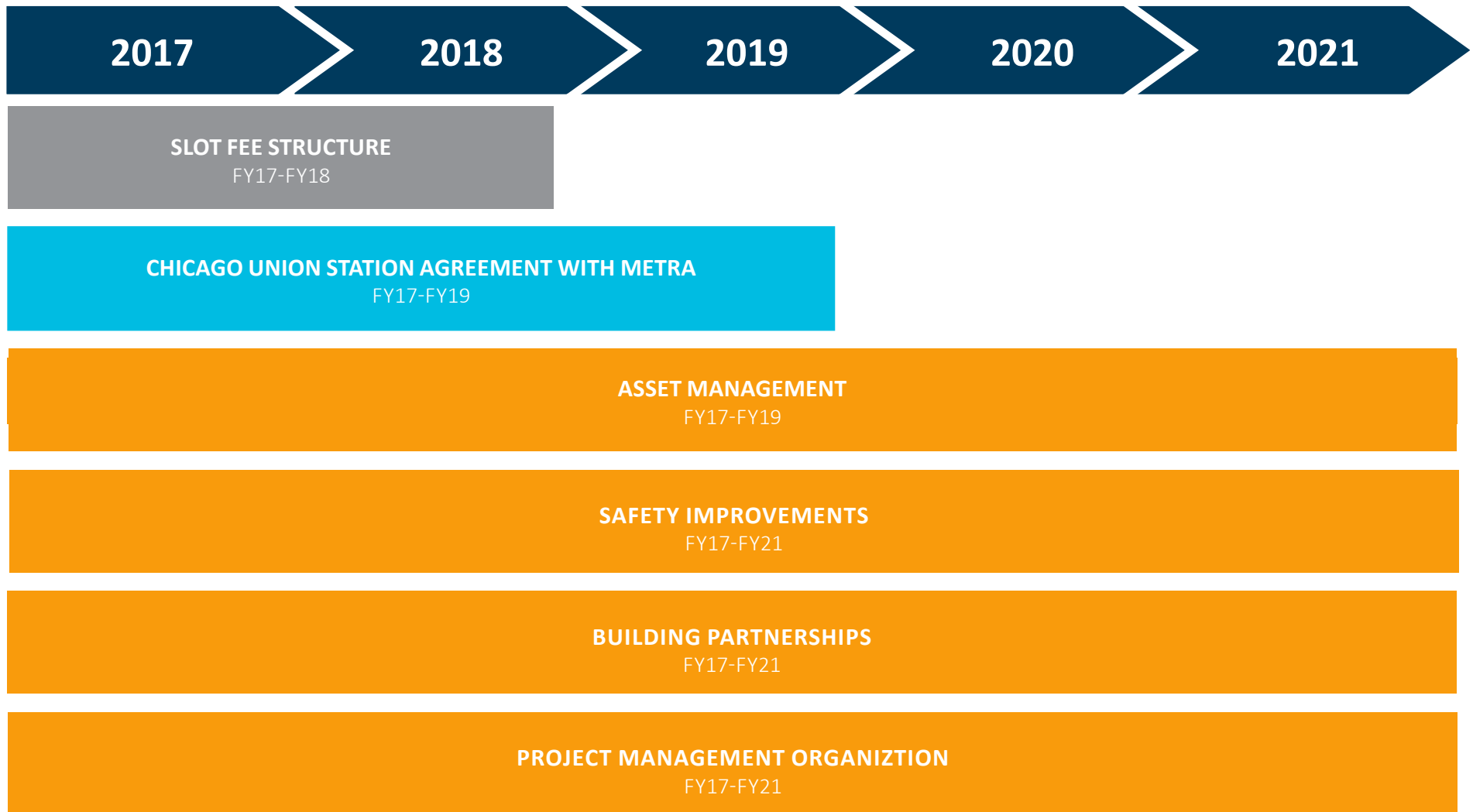
SUSQUEHANNA RIVER RAIL BRIDGE

Another project identified by Amtrak leadership as a top priority for a funding and financing commitment is replacement of the Susquehanna River Rail Bridge. This 111-year old, two-track bridge connects Havre de Grace and Perryville, MD, and is used by Amtrak, MARC and NS. ***As the longest moveable bridge on the NEC, the bridge is a critical and fragile link, and needs to be replaced with a new structure to maintain NEC rail services.***

This project will also provide future improvements to capacity, trip time, and safety for commuter, freight, and intercity passenger rail services on the NEC, consistent with State and Amtrak plans, and could also improve the navigation channel for marine users.

MDOT received an award of \$22 million through a cooperative agreement between FRA and MDOT for the preliminary engineering and environmental phases of the Susquehanna River Rail Bridge Project. FRA, MDOT, the Maryland Transit Administration and Amtrak are working together to study various alternatives to improve this rail crossing along the heavily traveled NEC. The project study began in 2013 with the preliminary engineering and the National Environmental Policy Act (NEPA) process to be completed in 2017.

INITIATIVES TIMELINE



BUILDING PARTNERSHIPS

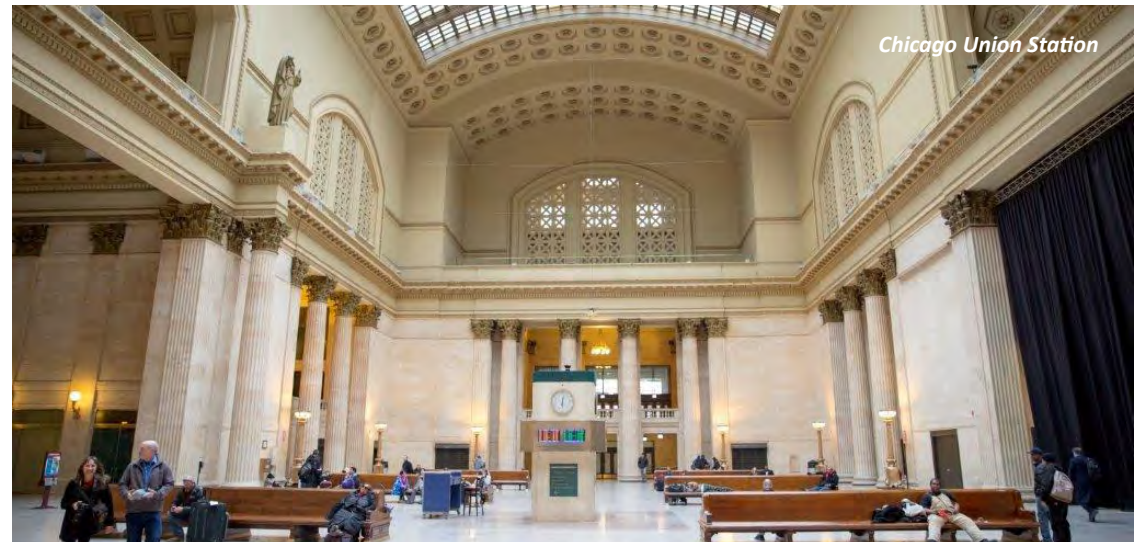
IASL's partnership building activities include:

- Enhancing its internal and external partnerships through the NEC Commission and bilateral efforts.
- Implementing the NEC cost allocation policy through bilateral agreements with each of the 10 commuter agencies subject to Section 212. Bilateral agreements with each agency are necessary to implement the BCC program that the NEC Commission agreed would comprise the minimum level of annual investment in basic infrastructure activities. A key measure of IASL's success will be whether the NEC Commission votes to increase the BCC to 100% of normalized replacement. In addition to the BCC program, Amtrak and commuter agencies are expected to enter into agreements to fund other jointly selected projects.
- Making efficient use of funds that become available and demonstrating good stewardship of available public funds through collaborative planning processes.
- Coordinating planning and project construction efforts with other users of the NEC in order to prioritize work, coordinate service impacts, and schedule track outages
- Improving commuter partner relationship management
- Updating Amtrak's long term service plans once the FRA's NEC FUTURE project results in a record of decision, and working with FRA, the NEC Commission, commuter rail authorities and other stakeholders in developing an NEC Service Development Plan. This plan will be updated by the NEC Commission at least every ten years.

Chicago Union Station Agreement with Metra

Amtrak's National Network hub is Chicago Union Station which serves not only Amtrak's state-supported and long distance trains, but also Chicago's commuter rail system, Metra. Amtrak owns the station and, since 1984, has provided station access to Metra via a lease agreement. Over time, Metra has increased its train services, and its passengers now account for 94 percent of station traffic.

The current station lease expires in April 2019. IASL and Metra will need to negotiate a new access agreement that reflects changes in station usage over the past quarter century, provides for payments in accord with proportionate use, and establishes processes for addressing the station's capital investment requirements to address SOGR needs and accommodate future growth.



Chicago Union Station

Slot Fee Structure

IASL is developing a slot fee structure for new rights of access on Amtrak-owned NEC infrastructure to ensure that capacity is used efficiently and that decisions to add new trains take long-term service plans into consideration.



*New York Penn Station Infrastructure
 Renewal Program Underway*

ORGANIZATIONAL IMPROVEMENTS

Project Management Organization

Amtrak has established an enterprise Project Management Organization (ePMO). The ePMO effort includes several goals that support the objectives of the IASL including:

- Implement modified program management process established to provide early warning system for anticipated variances and ensure proper stakeholder involvement in decision making.
- Establish processes for incorporating partner sponsored projects into Amtrak capital plans, including evaluating projects for state of readiness, compatibility with other projects/plans, and availability of Amtrak resources necessary to support projects.
- Development of resource-loaded schedules.
- Projects evaluated based on achieving goals developed for the NEC.

Asset Management

Asset management comprises all systems, methods, procedures, and tools to optimize costs, performance and risks for the complete rail infrastructure life cycle. The aim is to realize the best “value for money.” These improvements should address all infrastructure activities (building, maintenance and renewal, including equipment and materials) over the whole life cycle as well as the consequences of these activities for Amtrak as owner and for its partners as users.

Amtrak’s Engineering department recently completed an asset management roadmap addressing procedures and technology solutions necessary to implement improved asset management processes relating to infrastructure. IASL will work closely with the ePMO to ensure a singular process and system is developed to improve our management of the railroad and to develop more accurate data to update the baseline capital charge calculation.

Safety Improvements

IASL will do its part to support building a world-class safety culture with a relentless focus on training, risk reduction, positive reinforcement, and personal accountability, and participate in Amtrak’s behavior-based safety processes.

ENVIRONMENTAL FACTORS

External Environmental Factors

There are several external environmental factors that impact IASL's ability to deliver on its mission. These include:

- *Infrastructure Condition:* Unplanned outages from infrastructure failures.
- *Legislative and Regulatory:* Conflicting regulations among U.S. DOT modal administrations.
- *Severe Weather Conditions:* Severe weather conditions, including hurricanes, floods, and other natural disasters, may cause significant interruption of service and result in loss of revenue, increased costs, and liabilities.
- *Terrorism:* Any terrorist attack, or other similar event, could cause significant interruption of service and adverse effects.
- *Accidents:* Accidents may cause significant interruption of service and result in loss of revenue, increased costs and liabilities, and other adverse effects.

Internal Environmental Factors

- Resources for staffing, training, infrastructure investment, track outages.
- Information Technology (IT) and planning (linking infrastructure investment priorities to goals and information about condition of assets and relationship to train delays, ridership, revenues, partner satisfaction).
- Human failure.



*Northeast Regional train
operating through a snow storm*

S

STRENGTHS

- NEC Commission provides a forum to address Corridor issues among owners and operators.
- Cost allocation policy for the NEC establishes consistent, fair allocation of costs.
- Experienced and capable staff and workforce.
- Ownership rights.

W

WEAKNESSES

- Limited infrastructure condition and OTP data available in useful format.
- SOGR backlog.
- Infrastructure at or above capacity in multiple locations, especially in key stations and adjacent trackage, tunnels and bridges.
- Conflicting requirements for federal funding sources associated with various USDOT modal agencies.
- Liability exposure.

O

OPPORTUNITIES

- Succession planning.
- NEC FUTURE.
- Harmonization of USDOT requirements.
- NEC Commission efforts to secure legislative changes to address investment impediments.
- Gateway Program.
- NEC Commission one and five year capital plans will help achieve greater collaboration and efficient use of funding, track time, and other key resources.
- FAST Act discretionary grants.
- NEC Commission liability study could provide pathway to reduce total liability exposure for all operators and result in increased cooperation in managing risk.
- Project management training and improved processes for initiating projects, reporting on project delivery, and managing changes to the capital program.
- Federal financing programs through the Build America Bureau.

T

THREATS

- Environment/climate change.
- Trespassers.
- Terrorism.
- Human error.
- Personnel retiring or moving to other industries.
- Regulations.
- Reliance on public funds (federal, state, local) and competition for these funds with other transportation modes and other public needs.
- Inflation.
- Land acquisition becomes more difficult as NEC region grows.
- Demand for future service levels is difficult to predict and projections are often politically rather than market driven.

Infrastructure Access, FY 2017 - FY 2021

	Northeast Corridor (NEC) Account					Infrastructure Access 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRR/A 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Operating Payments</i>	133,499	144,887	147,785	150,741	153,756	730,667
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	5,722	5,394	5,502	5,612	5,725	27,956
<i>Access Revenue</i>	62,290	67,604	68,956	70,335	71,742	340,926
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(49)	(40)	(42)	(44)	(46)	(219)
Operating Sources Subtotal	201,462	217,846	222,202	226,644	231,176	1,099,329
Contractual Contribution (Capital)						
<i>PRR/A 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Capital Payments</i>	131,869	131,761	177,976	165,595	151,203	758,403
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	23,647	128,449	246,616	1,270,185	1,364,047	3,032,944
Financing Proceeds Applied	47,685	24,098	33,359	14,827	2,893	122,861
Other Capital and Special Grants (incl., state/local sources)	1,045	457,964	425,795	650,534	584,780	2,120,117
Capital Sources Subtotal	204,245	742,271	883,745	2,101,140	2,102,923	6,034,326
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	79,644	-	-	-	-	79,644
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	321,360	280,517	254,716	254,529	280,586	1,391,708
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	56,021	4,020	-	-	-	60,041
Federal Grants to Amtrak Subtotal	457,025	284,537	254,716	254,529	280,586	1,531,393
Total Financial Sources	862,733	1,244,654	1,360,662	2,582,313	2,614,685	8,665,048
Financial Uses (Operating):						
Service Line Management	270	277	284	291	299	1,421
Train Operations	78,777	80,705	82,723	84,883	87,113	414,202
Equipment	14,171	14,517	14,880	15,269	15,670	74,507
Infrastructure	46,764	47,908	49,106	50,389	51,712	245,880
Stations	17,400	17,826	18,272	18,749	19,242	91,489
National Assets and Corporate Services	68,315	69,987	71,737	73,610	75,543	359,191
Total Operating Uses	225,697	231,221	237,002	243,191	249,579	1,186,690
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(24,235)	(13,375)	(14,801)	(16,547)	(18,403)	(87,361)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	637,036	1,013,433	1,123,660	2,339,122	2,365,107	7,478,358
Financial Uses (Capital):						
Service Line Management	197	309,002	-	725,802	725,802	1,760,803
Train Operations	19,329	11,535	10,916	9,729	8,090	59,598
Equipment	34,513	27,829	20,784	19,277	15,010	117,413
Infrastructure	436,749	516,204	873,090	1,297,646	1,378,821	4,502,510
Stations	89,589	99,476	156,008	230,092	187,451	762,617
National Assets and Corporate Services	762	805	-	-	-	1,567
Capital Expenditures	581,138	964,852	1,060,798	2,282,546	2,315,173	7,204,507
Legacy Debt Repayments	31,972	7,097	7,030	6,963	6,898	59,959
Total Capital Uses	613,110	971,948	1,067,828	2,289,508	2,322,071	7,264,466
Remaining Carryover Balance	23,926	41,485	55,832	49,613	43,036	213,892

Infrastructure Access, FY 2017 - FY 2021

	National Network (NN) Account					Infrastructure Access 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRR/A 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	11,983	11,296	11,522	11,752	11,987	58,541
<i>Access Revenue</i>	10,529	11,427	11,656	11,889	12,127	57,628
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(12)	(12)	(12)	(13)	(13)	(63)
Operating Sources Subtotal	22,500	22,711	23,165	23,628	24,101	116,106
Contractual Contribution (Capital)						
<i>PRR/A 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Capital Payments</i>	14,181	14,088	16,933	33,832	42,433	121,468
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	9,424	12,147	21,580	4,613	32	47,796
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	23,605	26,235	38,512	38,446	42,466	169,264
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	15,307	-	-	-	-	15,307
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	25,641	26,608	27,387	28,244	29,134	137,013
<i>Capital</i>	3,322	20,430	27,527	24,152	8,103	83,534
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	44,270	47,038	54,914	52,396	37,237	235,854
Total Financial Sources	90,375	95,984	116,592	114,470	103,803	521,224
Financial Uses (Operating):						
Service Line Management	52	54	55	56	58	275
Train Operations	15,821	16,208	16,613	17,047	17,495	83,185
Equipment	603	618	633	650	667	3,170
Infrastructure	9,266	9,493	9,730	9,984	10,246	48,719
Stations	1,712	1,754	1,798	1,845	1,893	9,001
National Assets and Corporate Services	20,687	21,193	21,723	22,290	22,876	108,770
Total Operating Uses	48,141	49,319	50,552	51,872	53,235	253,119
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(25,641)	(26,608)	(27,387)	(28,244)	(29,134)	(137,013)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	42,234	46,665	66,039	62,598	50,569	268,105
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	18,250	13,886	3,138	2,344	2,973	40,591
Equipment	1,359	275	534	731	715	3,614
Infrastructure	5,370	5,699	34,704	30,446	25,625	101,845
Stations	17,031	13,564	11,765	11,722	3,663	57,744
National Assets and Corporate Services	1	-	-	-	-	1
Capital Expenditures	42,011	33,424	50,141	45,243	32,976	203,796
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	42,011	33,424	50,141	45,243	32,976	203,796
Remaining Carryover Balance	223	13,241	15,898	17,355	17,592	64,309

Infrastructure Access, FY 2017 - FY 2021

	Total Amtrak (NEC + NW)					Infrastructure Access 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRR/A 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Operating Payments</i>	133,499	144,887	147,785	150,741	153,756	730,667
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	17,706	16,690	17,024	17,365	17,712	86,497
<i>Access Revenue</i>	72,819	79,031	80,612	82,224	83,868	398,553
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(61)	(52)	(54)	(57)	(59)	(282)
Operating Sources Subtotal	223,962	240,557	245,367	250,273	255,277	1,215,435
Contractual Contribution (Capital)						
<i>PRR/A 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Capital Payments</i>	146,050	145,849	194,908	199,427	193,637	879,871
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	33,071	140,596	268,195	1,274,799	1,364,079	3,080,740
Financing Proceeds Applied	47,685	24,098	33,359	14,827	2,893	122,861
Other Capital and Special Grants (incl., state/local sources)	1,045	457,964	425,795	650,534	584,780	2,120,117
Capital Sources Subtotal	227,851	768,507	922,258	2,139,586	2,145,389	6,203,590
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	94,951	-	-	-	-	94,951
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	25,641	26,608	27,387	28,244	29,134	137,013
<i>Capital</i>	324,682	300,947	282,243	278,681	288,689	1,475,242
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	56,021	4,020	-	-	-	60,041
Federal Grants to Amtrak Subtotal	501,295	331,575	309,630	306,925	317,823	1,767,248
Total Financial Sources	953,108	1,340,638	1,477,254	2,696,784	2,718,489	9,186,272
Financial Uses (Operating):						
Service Line Management	323	330	339	348	357	1,696
Train Operations	94,598	96,913	99,337	101,931	104,608	497,387
Equipment	14,773	15,135	15,513	15,919	16,337	77,677
Infrastructure	56,030	57,401	58,837	60,373	61,959	294,599
Stations	19,112	19,580	20,070	20,594	21,135	100,490
National Assets and Corporate Services	89,002	91,180	93,460	95,900	98,419	467,960
Total Operating Uses	273,838	280,540	287,555	295,064	302,813	1,439,809
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(49,876)	(39,983)	(42,188)	(44,791)	(47,537)	(224,374)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	679,270	1,060,098	1,189,699	2,401,720	2,415,675	7,746,463
Financial Uses (Capital):						
Service Line Management	197	309,002	-	725,802	725,802	1,760,803
Train Operations	37,579	25,421	14,054	12,073	11,063	100,189
Equipment	35,872	28,104	21,318	20,008	15,725	121,027
Infrastructure	442,119	521,903	907,794	1,328,093	1,404,445	4,604,355
Stations	106,620	113,040	167,773	241,814	191,114	820,361
National Assets and Corporate Services	763	805	-	-	-	1,568
Capital Expenditures	623,150	998,275	1,110,939	2,327,789	2,348,149	7,408,303
Legacy Debt Repayments	31,972	7,097	7,030	6,963	6,898	59,959
Total Capital Uses	655,122	1,005,372	1,117,969	2,334,752	2,355,047	7,468,262
Remaining Carryover Balance	24,148	54,726	71,730	66,968	60,628	278,201



NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com

ANCILLARY SERVICES

AMTRAK SERVICES • REAL ESTATE & COMMERCIAL • REIMBURSABLE ACTIVITIES

Fiscal Years 2017-2021

Five Year strategic plan for Amtrak's Ancillary Service Line



INTRODUCTION

The functions that comprise Amtrak's Ancillary Service Line (ASL) are identified in the Account Structure developed pursuant to Section 11201 of the FAST Act. After further analysis and consideration of its businesses, Amtrak believes that the definition of ancillary services in the Account Structure documentation should be clarified to reflect the following three subcategories:

- **Amtrak Services:** provides rail passenger transportation, maintenance, and related services at market-based prices to commuter rail agencies and commercial entities.
- **Reimbursable services** (other than services governed by the state-supported service costing methodology developed under section 209 of PRIIA): provides maintenance, engineering, capital improvement and other activities for freight and commuter operators, and other outside enterprises, on a reimbursable cost basis.
- **Real Estate and Commercial Services:** engages in real estate activities and/or commercial arrangements with public and private sector entities to leverage Amtrak-owned fixed assets.

ASL engages in activities both on the NEC and across the United States. Thus, the financial sources and uses of this service line are assigned appropriately between the NEC Account and the National Network Account.



Amtrak's Baltimore Penn Station



ANCILLARY SERVICES

Amtrak Services



INTRODUCTION

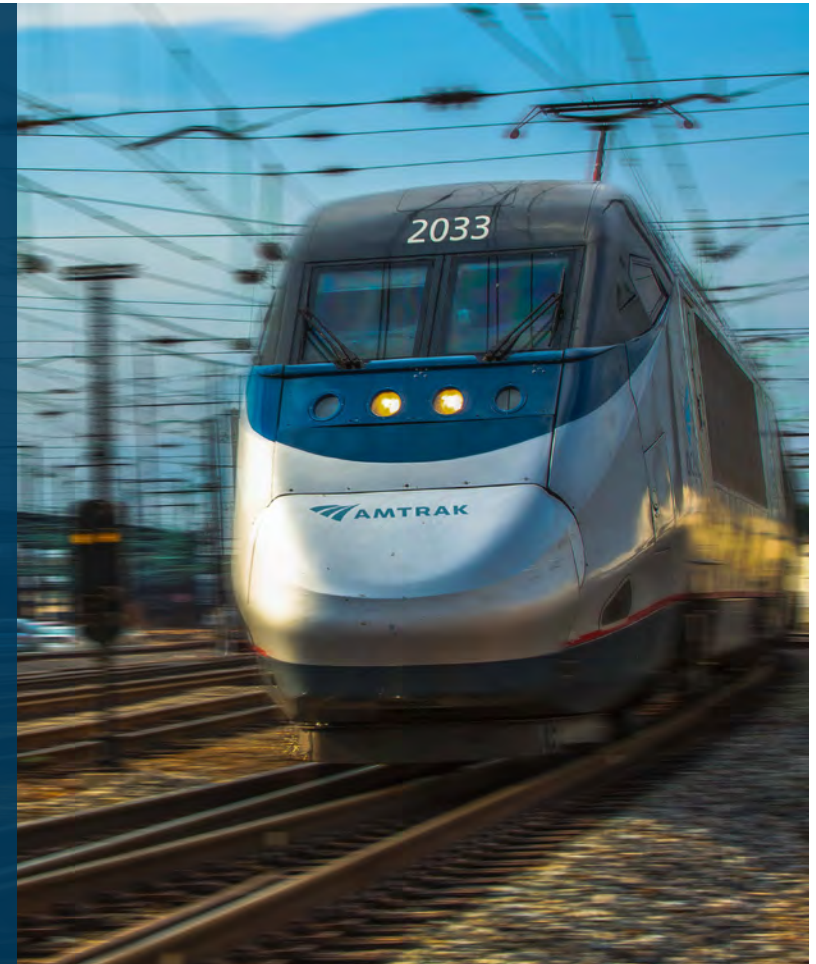
Amtrak Services is a new function within the ASL resulting from President and CEO Wick Moorman’s January 2017 Amtrak reorganization. The group was established February 1 2017 within Amtrak’s Marketing & Business Development department to assume responsibility for managing Amtrak’s provision of rail passenger transportation, maintenance, and related services at market-based prices to commuter rail authorities and commercial entities.

MISSION: Provide contract services in areas of expertise that can be marketed competitively while generating net contribution to Amtrak.

Historically, Amtrak has sought such contract services work in an ad hoc way, sometimes hampered by internal resistance and inefficiencies due to pursuing each opportunity as a one-off event. The Amtrak Services function seeks to mitigate these barriers, and to provide a place that creates, receives, evaluates, and drives to completion ideas that may not have been pursued due to lack of an organizational home within Amtrak.

Benefits to Amtrak:

- **Financial**
 Create positive cash flow to assist in offsetting Amtrak fixed/overhead costs
- **Strategic**
 Reduce dependence on federal appropriations; position Amtrak as a viable, market-based rail operator
- **Reputational**
 Strengthen Amtrak’s market-orientation by creating products and services that external customers want to buy. Create confidence within Amtrak based on competing for and winning new business.



Amtrak is a service provider with unique experience serving more than 30 million intercity passengers and operating 100,000 intercity trains each year at speeds up to 150 miles per hour.



MARKET OPPORTUNITIES

Commuter Train Contract Services

Amtrak provides services such as train and engine crews to commuter rail authorities on a contract basis. (Commuter rail authorities' access to Amtrak infrastructure is managed separately by the IASL). The delivery of contract services is executed by the local Amtrak Operations teams in each region.

Non-Commuter Train Operations

Amtrak provides commuter train operations in conjunction with non-traditional sponsors or funders.

Physical Services






Amtrak provides services include mechanical rebuilding and rehabilitation of entire locomotives and rail cars, or their components, and engineering project management.

Design Services

These types of service could include Rolling Stock Engineering for passenger cars and passenger car procurements, and civil engineering design and design review.

Business Services

Amtrak has developed many systems that may be valuable to other passenger transportation operators, either as separate programs or in combination with Amtrak's services. Examples include intermodal fare collection and train delay reporting systems.

	 METROLINK <i>Metrolink</i>	 MARC <i>MARC Penn Line</i>	 Shore Line East <i>Shore Line East</i>	 Sounder <i>Sounder</i>	 SunRail <i>SunRail</i>
<i>Agency</i>	Southern California Regional Rail Authority (Los Angeles, CA)	Maryland Transit Administration (Baltimore, MD)	Connecticut Department of Transportation (New Haven, CT)	Sound Transit (Seattle, WA)	Central Florida Commuter Rail Commission (Orlando, FL)
<i>Amtrak Services</i>	Train Operations	Train Operations, Maintenance of Equipment	Train Operations, Maintenance of Equipment	Maintenance of Equipment	Maintenance of Equipment
<i>System Route Miles</i>	388	77	50	82	31
<i>Number of Trains</i>	171 weekday; 48 Saturday; 42 Sunday	57 weekday; 18 Saturday; 12 Sunday	34 weekday; 21 Saturday; 21 Sunday	30 weekday	36 weekday
<i>Annual Riders</i>	15,426,725	6,175,935	585,218	3,035,735	1,100,000
<i>Stations</i>	55	13	9 (not including Metro-North Railroad segment)	12	



MARC Commuter Rail in Maryland

AMTRAK'S VALUE PROPOSITION

Competitive Advantage

- Amtrak has nationwide in-house expertise in nearly all dimensions of operating a North American passenger railroad.
- We have resources such as train and engine crews, maintenance facilities, and supervision already in place in most major cities.
- We have 46 years of experience operating intercity passenger trains nationwide, along with more than three decades of experience providing contract commuter operations (currently Metrolink, Shore Line East, MARC Penn Line).
- We operate over and are trusted by nearly thirty host railroads nationwide.
- We have a strong reputation for standing by our liability and indemnification commitments.



Capabilities

Amtrak maintains a unique set of key resources necessary for the efficient and effective operation of rail services, including planning, training, mechanical, safety, security, environmental, strategy, operational and infrastructure engineering resources.

Our expertise in both the operation and maintenance of commuter rail services is an important differentiator. Amtrak's train and engine crews are trained in our world-class training facility, which includes providing the opportunity to refine their skills with up-to-date simulator technology before going out under qualified supervision to complete their training on the job.

We are also one of the nation's centers of knowledge and excellence in passenger equipment maintenance. We keep a fleet of more than 1,500 cars and 400 diesel and electric locomotives rolling to support our daily scheduled intercity trains. No other potential contractor has maintained equipment in the United States for as long as we have, and no potential contractor maintains a U.S. fleet near the size of Amtrak's fleet.

Because of the diversity of Amtrak's operations, our Mechanical organization has extensive experience with a very wide range of equipment types and makes. Our three back shops and 12 major maintenance facilities perform services ranging from daily running repairs, periodic maintenance and inspections, all the way up to major overhauls and rebuilding and remanufacturing wreck-damaged cars and locomotives for Amtrak and third parties. Key component systems that are supported by the Mechanical operation include wheel maintenance, air brake services, electronic testing and maintenance and truck repair and overhaul, which comply with all applicable AAR Recommended Practices and federal regulations.

We have some of the nation's foremost experts on passenger equipment design, maintenance, and operation, with extensive experience in design, construction, remanufacturing and commissioning, and a particular focus on data-driven "condition based" maintenance programs designed to address issues preemptively, rather than reactively.

One of the important features of the above capabilities is that Amtrak's national footprint means that our resources, staff and infrastructure are often already in place near most commuter operations, which can be leveraged to realize efficiencies and in turn lower costs for commuter agencies.

ENVIRONMENTAL FACTORS

EXTERNAL

Entrenched competitors exist in each potential market with resources and market presence that exceed what Amtrak has available, at least initially. Some competitors, particularly in the commuter services area but potentially also in other areas, appear willing to price below their cost or take significant risks in areas such as liability to establish or defend their positions in the marketplace.

Commuter operations by their nature operate at a financial loss, which when combined with state and local funding pressures drive commuter agencies to economize, pursuing lower costs and pushing risk onto contractors. This can make it difficult for Amtrak to meet its goal of increasing contribution to fixed costs while operating in this market.

INTERNAL

Capacity. There are two types of capacity issues:

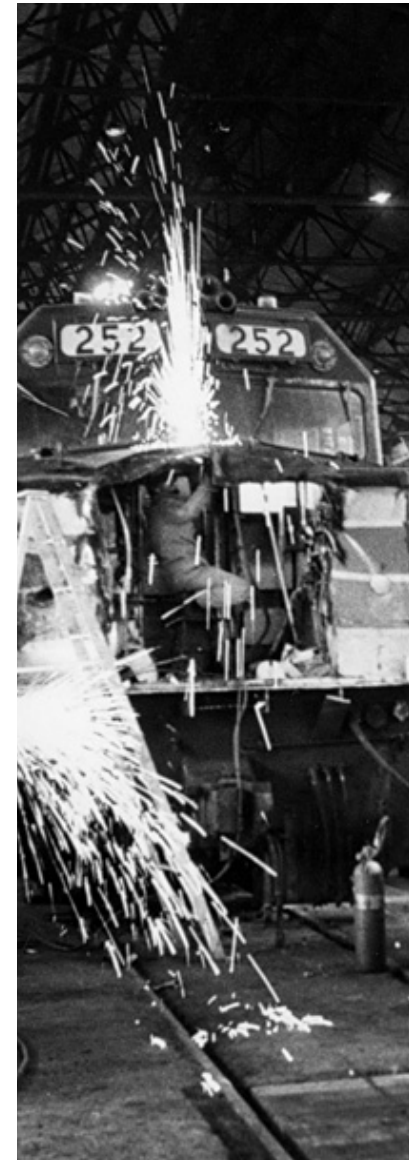
1. The bandwidth available to develop strategies and actively pursue new business, including the effort required from across Amtrak to respond to each potential business opportunity and Request for Proposals.
2. The capacity of Amtrak functional areas such as Mechanical, Engineering, and IT to take on additional work, on the timeframes required. Subcontracting or partnering are options, although they can cut into profits.

Risk appetite. There are two types of risk issues:

1. Willingness to take on reasonable business liability risks from performing additional work. Amtrak's culture and risk tolerance appetite lean towards taking on zero or nearly zero additional risk, which can lead to high insurance/mitigation costs or declining to bid.
2. Willingness to take on additional work at competitive costs, timelines, and resource requirements. Amtrak's culture and risk tolerance appetite lean toward constructing requirements to take on zero or near zero risk of failure to perform, thus increasing the risk of failure to grow.

Ability to price competitively. Essential to running Amtrak like a business is market-driven pricing. We aim to offer competitive pricing that contributes to covering Amtrak's fixed costs.

Creativity. Planning and prioritizing workflows based on past practices may inadvertently underestimate Amtrak's capabilities to do new things. Business to business (B2B) marketing is unfamiliar to Amtrak, rather than business to consumer marketing we ordinarily perform.





Sounder Service in Seattle Washington

STRATEGIC ISSUES

Analyze the market to assess where and how Amtrak can be competitive

- Investments required to make us competitive require a return on investment (ROI). Is public or private seed money available?
- Should Amtrak join with joint venture partner(s)? Are market opportunities large enough to justify this? An attractive ROI is required.
- If modifications to work rules, wages, etc. from the agreement workforce are required, can they be agreed upon?
- Will there be opportunities where establishing a subsidiary may be beneficial?

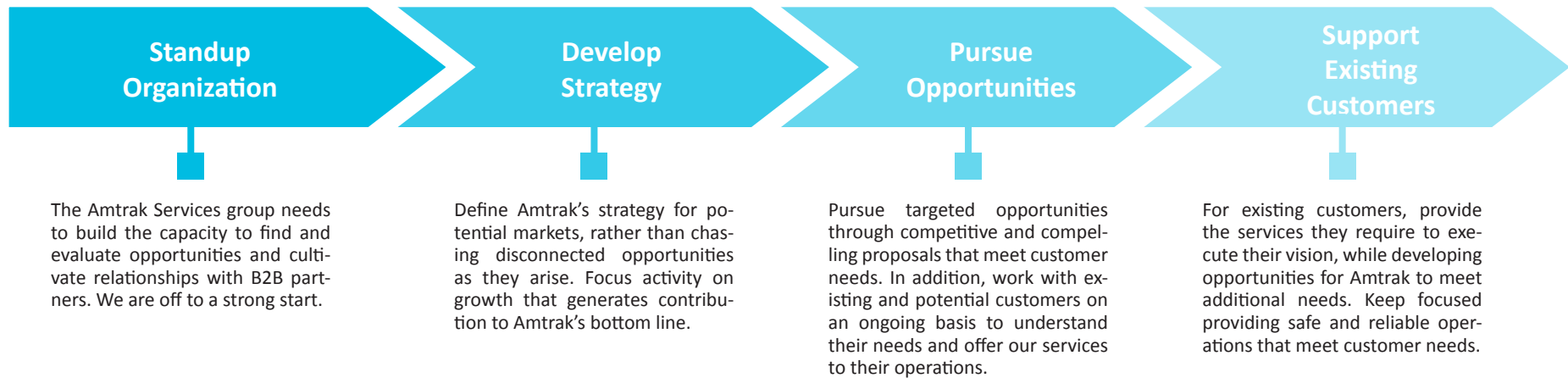
Understand and adhere to any applicable regulatory/governmental requirements

- Can Amtrak develop a way to handle flow-down requirements on work funded by FTA?

Determine approach to each potential market

- Compete on quality?
- Compete on price?
- Should we bundle or un-bundle features such as e-ticketing, electronic delay reporting (eDR), or operations consulting? Should we include them as value-adds when a customer selects Amtrak, or seek to charge for each service a la carte?

Successfully implementing these goals may be aided by templates or routinized procedures to vet and prioritize potential new business opportunities, in coordination with other functions within Amtrak.



ACTIONS THROUGH FY18

- Conduct a “listening tour” within and beyond Amtrak to understand what Amtrak products and services are potentially available, and which are potentially in demand.
- Create and implement templates and procedures to vet and prioritize business opportunities. Use these to accelerate the “go/no go” decision process to minimize the investment of Amtrak staff time which may be unnecessary if Amtrak elects not to pursue an opportunity.
- Establish financial reporting.
- Identify and address potential barriers within Amtrak such as risk appetite and pricing.
- Build expertise in pro-forma financial analysis.
- Build expertise in targeting new business areas.
- Use the “eyes and ears” of existing Amtrak personnel interacting with customers: the State-Supported Business Development group, Government Affairs, Mechanical department, Engineering department, Operations department. Seek input from these groups on new business opportunities, and develop methods to assimilate any information received.
- Opportunistically review and select to pursue new business opportunities and pilot programs.

INITIATIVES AND PILOT PROGRAMS

- Intermodal Fare Collection and Sales**
 Seeks to monetize Amtrak’s existing conductor handheld fare collection system, designed and implemented by Amtrak for its own use. This initiative may develop into both selling ticketing system/software to other passenger rail providers for a fee, and also driving ridership and revenue to Amtrak by allowing our customers to secure seamless transportation from their point of origin to Amtrak then to their destination.
- First and Last Mile Initiative**
 Introduce a “first and last mile” feature on Amtrak’s website and mobile applications that alerts riders to connecting transportation options, such as ridesharing, to facilitate their journey; this may grow to be an integrated part of the intermodal project listed above.
- Train Service Los Angeles to Las Vegas**
 Pursue potential launch a new route with a private funding partner.
- Mechanical**
 Pursue opportunities to rebuild locomotives and components.

INVESTMENTS NEEDED TO GROW



...to create and staff the Amtrak Services group must be approved by Amtrak at appropriate grades and salary levels, and filled promptly.



...for building relationships with potential customers nationwide.



...to fund research, market development, up-front computer programming, etc.

Commuter Operations, FY 2017 - FY 2021

	Northeast Corridor (NEC) Account					Commuter Operations 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRR/IA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Operating Payments</i>	-	-	-	-	-	-
Commuter Operations	67,630	68,982	70,362	71,769	73,204	351,947
Reimbursable Contracts	-	-	-	-	-	-
Access Revenue	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(38)	(39)	(40)	(41)	(42)	(198)
Operating Sources Subtotal	67,592	68,943	70,322	71,728	73,163	351,748
Contractual Contribution (Capital)						
<i>PRR/IA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
Operating	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	67,592	68,943	70,322	71,728	73,163	351,748
Financial Uses (Operating):						
Service Line Management	(5)	(5)	(5)	(5)	(5)	(25)
Train Operations	52,502	53,787	55,132	56,572	58,057	276,049
Equipment	21,804	22,338	22,896	23,494	24,111	114,644
Infrastructure	179	183	188	193	198	940
Stations	449	460	471	484	496	2,361
National Assets and Corporate Services	11,426	11,705	11,998	12,311	12,635	60,075
Total Operating Uses	86,355	88,468	90,681	93,049	95,492	454,045
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(18,763)	(19,525)	(20,358)	(21,320)	(22,330)	(102,297)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	(18,763)	(19,525)	(20,358)	(21,320)	(22,330)	(102,297)
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	(18,763)	(19,525)	(20,358)	(21,320)	(22,330)	(102,297)

Commuter Operations, FY 2017 - FY 2021

	National Network (NN) Account					Commuter Operations 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>						
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	58,573	59,745	60,940	62,158	63,402	304,818
<i>Reimbursable Contracts</i>	-	-	-	-	-	-
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(43)	(44)	(45)	(47)	(48)	(227)
Operating Sources Subtotal	58,530	59,700	60,894	62,112	63,354	304,590
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	58,530	59,700	60,894	62,112	63,354	304,590
Financial Uses (Operating):						
Service Line Management	152	156	160	164	169	802
Train Operations	54,860	56,203	57,608	59,113	60,665	288,449
Equipment	13,104	13,424	13,760	14,119	14,490	68,898
Infrastructure	699	716	734	753	773	3,676
Stations	0	0	0	0	0	0
National Assets and Corporate Services	13,036	13,355	13,689	14,047	14,416	68,544
Total Operating Uses	81,852	83,855	85,952	88,197	90,513	430,369
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(23,322)	(24,155)	(25,058)	(26,085)	(27,159)	(125,779)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	(23,322)	(24,155)	(25,058)	(26,085)	(27,159)	(125,779)
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	(23,322)	(24,155)	(25,058)	(26,085)	(27,159)	(125,779)

Commuter Operations, FY 2017 - FY 2021

	Total Amtrak (NEC + NN)					Commuter Operations 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	126,203	128,727	131,301	133,927	136,606	656,765
<i>Reimbursable Contracts</i>	-	-	-	-	-	-
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(81)	(83)	(85)	(87)	(90)	(426)
Operating Sources Subtotal	126,122	128,644	131,216	133,840	136,516	656,339
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	126,122	128,644	131,216	133,840	136,516	656,339
Financial Uses (Operating):						
Service Line Management	148	151	155	159	163	777
Train Operations	107,362	109,990	112,740	115,684	118,723	564,499
Equipment	34,908	35,762	36,656	37,614	38,602	183,542
Infrastructure	878	900	922	946	971	4,617
Stations	449	460	471	484	497	2,361
National Assets and Corporate Services	24,462	25,061	25,687	26,358	27,051	128,619
Total Operating Uses	168,207	172,324	176,633	181,245	186,006	884,414
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(42,085)	(43,680)	(45,416)	(47,405)	(49,489)	(228,076)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	(42,085)	(43,680)	(45,416)	(47,405)	(49,489)	(228,076)
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	(42,085)	(43,680)	(45,416)	(47,405)	(49,489)	(228,076)

ANCILLARY SERVICES

Reimbursable Services



INVESTMENTS NEEDED TO GROW

1. OVERVIEW

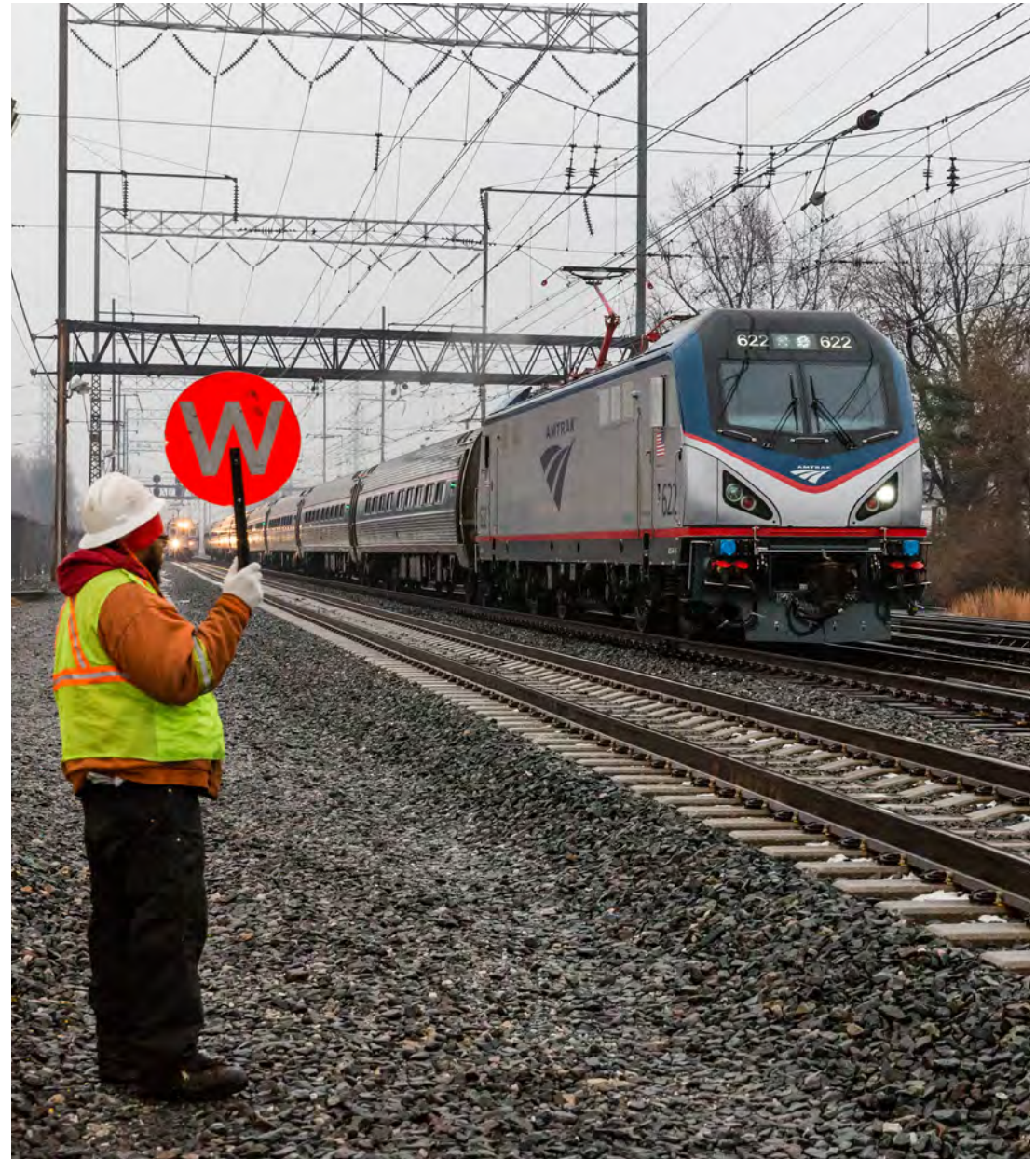
Amtrak performs a variety of services for third parties. While these services are labeled “reimbursable,” the actual financial terms of these efforts are agreed upon with the respective third party on a case-by-case basis.

The organization within Amtrak that has historically performed most reimbursable work is the Engineering department. The work is often single-sourced to Amtrak based on unique expertise Amtrak may possess, but Amtrak regularly also responds to requests for proposals issued by states or their agencies. This plan outlines the current functions provided by Amtrak in more detail and selected ongoing projects, and describes our approach to this work going forward.

2. FUNCTIONS

The Amtrak Engineering Department performs a substantial amount of reimbursable work for states, state agencies, and freight railroads.

Function	Illustrative examples
<i>Design</i>	Preliminary designs, environmental impact statements
<i>Rail construction</i>	Track construction, tie replacement
<i>Station maintenance</i>	Elevator installation
<i>Safety</i>	Flagging for projects in the vicinity of rail infrastructure



3. MAJOR PROJECTS

Amtrak is often asked to perform engineering design and construction services on various state, commuter authority or third party projects on a reimbursable basis that range from local elevator construction to some of the largest transportation projects in the United States. The largest projects may involve hundreds of Amtrak staff from the design phases through project close-out, including related activities like project management and budgeting. A selection of the largest projects are described in this section.



Work on the New Haven-Hartford-Springfield Rail Program

New Haven-Hartford-Springfield Rail Program

The Connecticut-led New Haven-Hartford-Springfield Rail program includes design and construction of additional rail capacity on Amtrak-owned infrastructure between New Haven, CT, and Springfield, MA (Springfield Line) to support additional intercity and commuter service. Improvements include re-establishing a second main line track and construction of station facilities to upgrade the Springfield Line. The project is funded through a combination of federal grants to Connecticut and state bonds.

Over the last two seasons, Amtrak has been managing the installation of underground signal and communication cables over the 60-mile Springfield Line. This work is required to upgrade signal and communication systems that can support increased rail traffic and prepare for subsequent infrastructure improvements to add a second track. Current funding will make improvements to allow the service to increase from the current six daily roundtrips to 17 roundtrips a day by 2016. Connecticut is seeking additional funds to make further improvements that will allow for up to 25 round trips per day.

New York Hudson Line

On behalf of New York, Amtrak is undertaking several key projects on the Empire Corridor Hudson Line between Schenectady and Poughkeepsie. These projects include

signal line improvements south of Albany to significantly improve the reliability of rail service, replacing over 60 miles of obsolete signal wires and replacing 30-year-old wiring with new underground power cables and electronic track circuits. A second track is being installed between Albany-Rensselaer and Schenectady stations to allow for two-way train traffic in one of the most critical bottlenecks on the Empire Corridor. Additionally, a new 4,300 square-foot intermodal station in Schenectady will replace the existing Amtrak station. The projects also include design and safety improvements to 13 highway-rail grade crossings in Columbia, Dutchess, and Rensselaer counties in New York, and final design and construction of a fourth station track at the Albany-Rensselaer to improve flexibility and reliability at this station.

MTA East Side Access

The MTA is undertaking a project that will enable Long Island Rail Road trains to access Grand Central Terminal. The project includes constructing and upgrading trackage, signals, circuits and other components of existing infrastructure at the Harold and Loop Interlockings. Amtrak provides various support functions for the project where it intersects with the NEC and Amtrak's Sunnyside Yard.

4. ACCOUNT STRUCTURE ALIGNMENT

The Account Structure identifies Reimbursable as a subset of Ancillary Services. Because reimbursable activities are conducted by several different Amtrak departments, Amtrak's organizational structure for this work does not presently align through a single manager. However, various Amtrak departments are involved in the negotiation, management and oversight of such work to help ensure it is successful and delivering strategic and financial value to the company.

In FY17 Amtrak will catalog the variety of activities that are reported as "reimbursable" within the Account Structure and, as appropriate, identify responsible parties to develop a long-term strategy for the major functions covered under "reimbursable" to include in the five year plan beginning in FY18.

In collaboration with FRA, Amtrak will also review whether the Account Structure should be altered to assign certain types of reimbursable activities to other service lines.



Work on the New York Empire Corridor Hudson Line

Reimbursable, FY 2017 - FY 2021

	Northeast Corridor (NEC) Account					Reimbursable 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	56,597	60,474	62,370	64,762	67,751	311,953
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	76,112	71,748	73,183	74,646	76,139	371,828
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	-
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	2,188	2,383	2,430	2,478	2,526	12,004
Operating Sources Subtotal	134,897	134,605	137,982	141,885	146,416	695,785
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	134,897	134,605	137,982	141,885	146,416	695,785
Financial Uses (Operating):						
Service Line Management	206	211	216	222	228	1,083
Train Operations	1,742	1,784	1,829	1,877	1,926	9,158
Equipment	14,399	14,751	15,120	15,515	15,922	75,706
Infrastructure	122,636	125,638	128,779	132,142	135,613	644,808
Stations	(0)	(0)	(0)	(0)	(0)	(1)
National Assets and Corporate Services	17,471	17,898	18,346	18,825	19,319	91,859
Total Operating Uses	156,453	160,282	164,290	168,580	173,008	822,614
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(21,556)	(25,678)	(26,308)	(26,695)	(26,592)	(126,828)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	(21,556)	(25,678)	(26,308)	(26,695)	(26,592)	(126,828)
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	(21,556)	(25,678)	(26,308)	(26,695)	(26,592)	(126,828)

Reimbursable, FY 2017 - FY 2021

	National Network (NN) Account					Reimbursable 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	33,987	43,213	45,300	47,697	50,233	220,431
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	134,478	126,767	129,302	131,888	134,526	656,960
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)						
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(76)	(77)	(79)	(81)	(84)	(398)
Operating Sources Subtotal	168,389	169,902	174,523	179,504	184,675	876,993
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied						
Other Capital and Special Grants (incl., state/local sources)						
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	168,389	169,902	174,523	179,504	184,675	876,993
Financial Uses (Operating):						
Service Line Management	81	83	86	88	90	428
Train Operations	1,909	1,956	2,005	2,057	2,111	10,039
Equipment	2,244	2,299	2,357	2,418	2,482	11,800
Infrastructure	128,321	131,461	134,749	138,267	141,899	674,696
Stations	3,031	3,105	3,183	3,266	3,352	15,938
National Assets and Corporate Services	16,717	17,127	17,555	18,013	18,486	87,899
Total Operating Uses	152,304	156,032	159,933	164,110	168,420	800,800
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	16,085	13,871	14,589	15,394	16,255	76,194
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	16,085	13,871	14,589	15,394	16,255	76,194
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	16,085	13,871	14,589	15,394	16,255	76,194

Reimbursable, FY 2017 - FY 2021

	Total Amtrak (NEC + NN)					Reimbursable 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	90,584	103,687	107,670	112,459	117,983	532,384
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	210,590	198,514	202,485	206,534	210,665	1,028,788
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)						
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	2,112	2,305	2,350	2,396	2,443	11,606
Operating Sources Subtotal	303,286	304,507	312,505	321,389	331,091	1,572,778
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied						
Other Capital and Special Grants (incl., state/local sources)						
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	303,286	304,507	312,505	321,389	331,091	1,572,778
Financial Uses (Operating):						
Service Line Management	287	295	302	310	318	1,512
Train Operations	3,651	3,741	3,834	3,934	4,038	19,198
Equipment	16,643	17,050	17,476	17,933	18,404	87,506
Infrastructure	250,957	257,099	263,528	270,409	277,511	1,319,504
Stations	3,031	3,105	3,183	3,266	3,352	15,936
National Assets and Corporate Services	34,188	35,025	35,901	36,838	37,806	179,758
Total Operating Uses	308,757	316,314	324,224	332,690	341,428	1,623,413
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(5,472)	(11,807)	(11,718)	(11,301)	(10,337)	(50,635)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	(5,472)	(11,807)	(11,718)	(11,301)	(10,337)	(50,635)
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	-	-	-	-	-	-
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-
Legacy Debt Repayments	-	-	-	-	-	-
Total Capital Uses	-	-	-	-	-	-
Remaining Carryover Balance	(5,472)	(11,807)	(11,718)	(11,301)	(10,337)	(50,635)

ANCILLARY SERVICES

Real Estate and Commercial Services



INTRODUCTION

Amtrak performs a variety of Real Estate & Commercial (RE&C) activities to support its business. These activities are reported through ASL under the account structure developed in accordance with Section 11201 of the FAST Act. Amtrak's Real Estate, Stations, and Facilities department (RESF) is responsible for:

- Negotiating, executing and administering agreements for acquisition and disposition of all corporately utilized owned, leased, or occupied real estate holdings.
- Overseeing the operation and maintenance of Amtrak-owned and leased facilities to deliver high quality space to all customers, employees and visitors.
- Managing Amtrak's owned, leased and occupied space on the Corporation's behalf.
- Directing space utilization planning, leasing, management and disposition.
- Seeking opportunities to leverage Amtrak-owned fixed assets and air rights through arrangements with public and private sector entities.

RESF has several customer types. Internal customers include the Corporation's functions and departments that use Amtrak-owned, leased and occupied real estate assets, ranging from corporate services such as IT and Government Affairs to Operations. External customers include Amtrak passengers, retail tenants and vendors, commuter railroads, and local governments. Commercial customers also include telecommunications and utility companies, companies wishing to advertise on Amtrak property, and other private sector entities.

In FY2016, Amtrak's RE&C activities generated approximately \$84 million in revenue. Over the next five years, we expect to generate a 21% increase in annual revenue, not reflecting the impact of major station development.



Baltimore Penn Station and adjacent land parcels owned by Amtrak ripe for development.

ORGANIZATIONAL AND MARKET OVERVIEW

Amtrak operates in 46 states and three Canadian provinces, and therefore its RE&C activities occur throughout the Northeast Corridor and the National Network. RESF performs a variety of functions including:

Real Estate Operations and Asset Management

Manage all corporately utilized owned, leased, or occupied real property assets to support the company's station, maintenance facility, and corporate office operations.

- **Corporate Office Operations:** Responsibilities include setting and ensuring compliance with Amtrak workplace policies, acquiring space required to support operations, administering agreements, managing space inventory, managing furniture inventory, preparing space plans and providing project oversight for office fit-out/occupancy.
- **Real Estate Operations:** Excluding corporate offices, manages all real estate assets required to support railroad operations. Responds to inquiries from station owners and prospective station owners/developers, as well as from Amtrak Operations, to obtain or renew leases, enforce lease terms, negotiate facility acquisition, and dispose excess or underused assets.
- **Facilities Development:** Responsible for specifying Amtrak's operating space requirements and reviewing operating facility development plans for consistency with the space and signage requirements for assets, nationwide. This team also maintains and periodically updates the Amtrak Station Program and Planning Guidelines and the Amtrak Station Graphic Signage Standards Manual.
- **Financial Operations:** Manages all revenue pertaining to retail, parking, advertisement, telecommunications and so called "pipe and wire" uses of Amtrak property. Budgets for and manages all real estate payments. Communicates with all facets of operations to address issues with leases, contracts, and special projects.
- **Property Control Group:** Maintains current property plans and maps. Custodian for over 14,000 archival documents from predecessor railroads, including deeds, leases, easements, sales records, purchase records and licenses. Maintains a digital map library, responds to requests for information from within Amtrak and from third parties, and provides testimony in legal proceedings involving property rights and ownership.

Commercial Planning & Development

Responsible for a large portfolio of revenue generating assets and complex development transactions in the NEC and on the National Network. This team develops and implements strategies to drive revenue from non-core business activities such as retail, advertising, parking and providing third-party occupancy on Amtrak right-of-way.

Major Station Development

While Amtrak owns a minority of the stations it serves, it owns and controls five of the system's top ten stations by ridership: New York Penn Station (#1); Washington Union Station (#2); Philadelphia 30th Street Station (#3); Chicago Union Station (#4); and Baltimore Penn Station (#8). In 2013, Amtrak launched the first phase of its Revenue Growth Initiative focusing on these five stations and is pursuing master developer opportunities to partner with the private sector to invest in station improvements and generate economic development in the areas surrounding each station to support passenger rail growth.



CUSTOMER ANALYSIS

Amtrak’s RE&C businesses have a wide range of customers. Internally, RESF serves Amtrak’s own real estate needs and interests. Externally, RESF works with third parties ranging from Amtrak passengers, retail tenants and vendors, other railroads, and state and local governments. Pursuit of commercial opportunities means engaging with telecommunications and utility companies in addition to any other entity interested in advertising on Amtrak-owned property.

KEY STRATEGIC ISSUES

Key strategic issues for Amtrak’s RE&C businesses include:

- Coordinating and prioritizing customer needs across national geographic footprint.
- Establishing appropriate benchmarks for operating and maintenance responsibilities.
- Staffing and resources to execute complex public-private-partnership (P3) and real estate transactions.



Holiday travel at Amtrak's Philadelphia 30th Street Station

	OBJECTIVE 1 <i>Deliver high quality space for all who enter and exit Amtrak's owned and leased space as an employee, customer or visitor.</i>	OBJECTIVE 2 <i>Effectively manage owned and leased space on the Corporation's behalf.</i>	OBJECTIVE 3 <i>Develop and execute strategies to drive revenue growth with a positive ROI.</i>	OBJECTIVE 4 <i>Leverage Amtrak-owned major stations to drive business performance.</i>
DEFINITION	Maintain safe and efficient building systems by performing quality, cost-effective maintenance and repair in an environmentally responsible manner.	Take a proactive landlord approach to meet Amtrak's business needs by planning for, and anticipating, market opportunities for Amtrak and customer business needs.	Enter into new, or updated, agreements with third parties that generate revenue from Amtrak's fixed assets and air rights.	Enter into favorable master developer partnerships at Amtrak's major stations.
MEASURE	<ul style="list-style-type: none"> Exceeding established industry benchmarks Partner Satisfaction Index eCSI 	<ul style="list-style-type: none"> Exceeding established industry benchmarks Benchmarked operating costs 	<ul style="list-style-type: none"> Year over year revenue increases ROI 	<ul style="list-style-type: none"> Revenue generated for capital investment
MEETS CORPORATE OBJECTIVES	<ul style="list-style-type: none"> Safety Organizational efficiency and effectiveness Improved product and customer experience 	<ul style="list-style-type: none"> Improved product and customer experience Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Innovation Organizational efficiency and effectiveness 	<ul style="list-style-type: none"> Improved product and customer experience Innovation Organizational efficiency and effectiveness
SUPPORTS CORPORATE MEASURES (TARGETS)	<ul style="list-style-type: none"> eCSI score 85%+ 	<ul style="list-style-type: none"> eCSI score 85%+ 	<ul style="list-style-type: none"> Increase revenue 4% annually eCSI score 85%+ 	<ul style="list-style-type: none"> Increase revenue 4% annually

MAJOR STATION DEVELOPMENT

A trip on one of Amtrak's trains involves more than the ride itself: every journey begins and ends at a station. As a result, stations are vital – they profoundly affect the experience our customers have in using our services; they are important economic anchors in the communities we serve; and a positive station experience for both the rider and the community is a key factor in ensuring Amtrak's bottom line success.

Amtrak's Revenue Growth Initiative has brought a new focus to our stations. Amtrak is advancing major plans for redeveloping and improving the busiest stations on the Amtrak system where we have an ownership interest. We are collaborating in communities around the country to look for ways to do more with stations of all sizes – more for the customer, more for the community, and more for Amtrak as a business.



The Philadelphia 30th Street Station District Plan lays out a vision for the next 35 years and beyond to support 40 new acres of open space and 18 million square feet of new development atop 88 acres of rail yards on the western bank of the Schuylkill River.

(Major Station Development Cont.)



**NEW YORK PENN/
MOYNIHAN STATION**

#1 busiest Amtrak station
10.5M riders
\$1B ticket revenue

Amtrak is a partner in a major redevelopment effort to expand its station operations at Penn Station into a new train hall inside the former Farley Post Office called Moynihan Station. This relocation will be accompanied by significant accessibility improvements at the existing Penn Station facility.

As Amtrak continues to make incremental upgrades at New York Penn Station to improve the customer experience, a request for proposals for a Penn Station master developer is expected to be issued in 2018/2019.



**WASHINGTON
UNION STATION**

#2 busiest Amtrak station
5.1M riders
\$552M ticket revenue

Amtrak is advancing accessibility and infrastructure improvements to both the passenger concourse and tracks at Union Station prior to beginning the proposed redevelopment of the station, which includes a 3 million square-foot mixed-use development over the rail yard. The station's redevelopment offers opportunity to expand retail and concessions and capture value from expanded passenger operations.

Amtrak will start construction to double the station's passenger rail concourse in 2018. Concurrently, the environmental review process will select a preferred project alternative for the station's full redevelopment in 2019.



**PHILADELPHIA
30TH STREET STATION**

#3 busiest Amtrak station
4.3M riders
\$300M ticket revenue

As the majority owner of 30th Street Station and surrounding properties, Amtrak is participating in a public-private effort to plan and implement the 30th Street Station District Plan, which will include both infrastructure and accessibility improvements to the station and a major push to build new residential, office retail and open space development over the tracks.

Amtrak issued a request for proposals for a master developer to develop a parcel of land adjacent to the station, with final selection in late 2017. Amtrak will also begin a solicitation in mid-2017 for a master developer to develop the station and surrounding areas, and is advancing improvements of the station prior to this solicitation.



**CHICAGO
UNION STATION**

#4 busiest Amtrak station
3.2M riders
\$196M ticket revenue

Amtrak owns Chicago Union Station, including the station's parking garage, concourses and air rights, and over 14 acres of adjacent real estate. To leverage these assets, Amtrak recently released a request for proposals for a master developer to undertake the station redevelopment and has selected a preferred developer. Financial close is expected in December 2017.



**BALTIMORE
PENN STATION**

#8 busiest Amtrak station
1M riders
\$92M ticket revenue

As the owner of Baltimore Penn Station, Amtrak is exploring a largely untapped value opportunity for development in central Baltimore's emerging market. Future redevelopment will consider the expansion of the station and air rights, reactivation of the station's vacant upper floors, and transit-oriented development on adjacent land parcels. Amtrak has issued a Request for Proposals for a master developer, with final selection anticipated in mid-2017.

OTHER REAL ESTATE AND COMMERCIAL INITIATIVES

Amtrak's asset portfolio also includes rights-of-way, corporate office facilities, maintenance facilities, and both leased and vacant commercial properties. Amtrak conducted an inventory of these assets and initiated a number of programs to increase revenue. Sample programs include:



Broadband Trackside Wi-Fi

To ensure our customers stay connected throughout their travels, Amtrak has partnered with BAI to deliver a dedicated, wireless trackside network between Washington, DC and Boston, MA. The project uses right-of-way owned by Amtrak and other adjacent property to provide higher-capacity, broadband-speed internet connectivity for passengers. Amtrak is also seeking proposals to utilize up to 725 miles of our nationwide right-of-way portfolio for a variety of telecommunications, energy distribution, and associated activities to create value for the company.



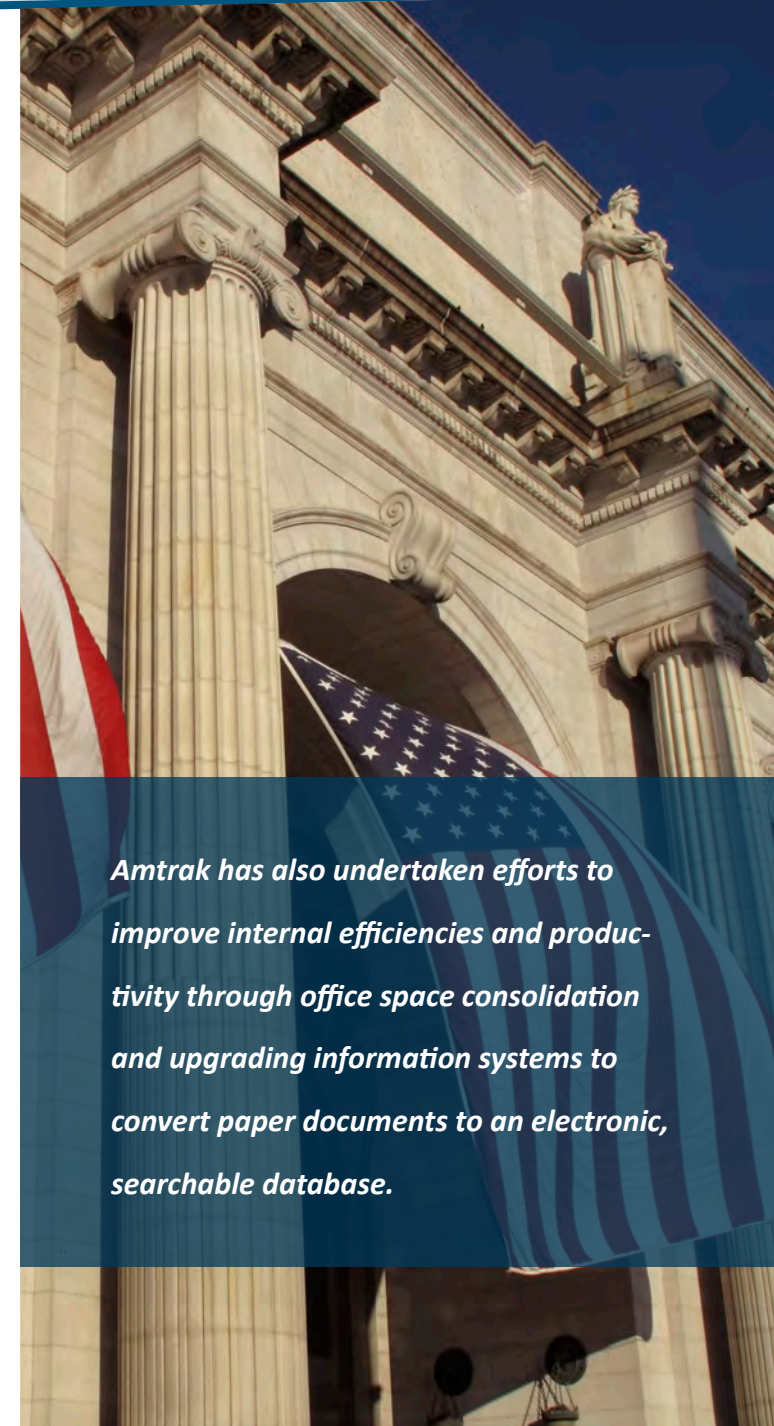
Digital Advertising Expansion

Growing ridership coupled with the demand for digital advertising has put Amtrak in a great position to increase its advertising revenue. Amtrak will seek proposals in 2017 for the development of two new digital advertising networks. The larger of the two networks will deliver an annual audience of approximately 25 million people, and will be comprised of the top stations on the NEC and Chicago Union Station. The second network will consist of the stations on the east coast and the Keystone Corridor (Philadelphia-Harrisburg) with annual ridership of 200,000 to 700,000 passengers. These combined networks will deliver to advertisers an annual audience of over four million people. Amtrak is also exploring converting select billboards along its right-of-way to digital.



Renewable Energy / Energy Efficiency

Amtrak is implementing a robust energy efficiency program to identify and invest in systems and technologies that will reduce both energy usage and operating expenses, achieving \$20 million in cost savings over the past seven years. Amtrak continues to pursue projects and programs to drive energy efficiency, and is exploring the potential for pilot solar energy projects at the Southhampton Yard facility in Boston, MA and other properties.



Amtrak has also undertaken efforts to improve internal efficiencies and productivity through office space consolidation and upgrading information systems to convert paper documents to an electronic, searchable database.

EXTERNAL ENVIRONMENTAL FACTORS

There are several external environmental factors that impact RESF's ability to deliver on its mission. These include:

- **Federal appropriations:** While Amtrak does not use federal funds for ancillary services, a reduction in appropriations would require increased revenues to fill the gap which could lead to prioritization of generating short term revenue streams over longer term RE&C objectives.
- **Major Service Disruption:** A major disruption in Amtrak service due to terrorist attack, infrastructure failure or other similar event could cause significant interruption of service and station usage that would adversely impact RE&C revenues and initiatives.
- **Complex or shared ownership at some facilities:** Some Amtrak facilities have shared ownership, which may provide benefits but requires extensive coordination that can slow down implementation of projects and initiatives.

INTERNAL ENVIRONMENTAL FACTORS

Internal environmental factors that impact RESF's ability to deliver on its mission include having sufficient staff resources with expertise to implement initiatives. Amtrak has obtained professional service/consulting support with relevant expertise to provide advisory services.



S
STRENGTHS

- Valuable and diverse asset holdings
- Recent reorganization intended to centralize decision-making for stations

W
WEAKNESSES

- Limited staff resources over large geographic footprint
- History of decentralized decision-making
- Existing facility conditions and large state-of-good-repair backlog for major facilities

O
OPPORTUNITIES

- Receiving large, upfront cash and periodic payments for master developer partnerships.

T
THREATS

- Market downturn
- Development compatibility with railroad operations
- Service disruption risks
- Extreme weather events



Real Estate/Commercial, FY 2017 - FY 2021

	Northeast Corridor (NEC) Account					Real Estate/ Commercial 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	558	526	536	547	558	2,724
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	69,543	72,785	74,241	75,726	77,241	369,536
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	1	1	1	1	1	3
Operating Sources Subtotal	70,101	73,312	74,778	76,274	77,799	372,263
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	70,101	73,312	74,778	76,274	77,799	372,263
Financial Uses (Operating):						
Service Line Management	-	-	-	-	-	-
Train Operations	(1)	(1)	(1)	(1)	(2)	(7)
Equipment	26	27	28	28	29	138
Infrastructure	3,397	3,480	3,567	3,660	3,756	17,860
Stations	527	540	554	568	583	2,773
National Assets and Corporate Services	17,923	18,362	18,821	19,313	19,820	94,239
Total Operating Uses	21,873	22,408	22,968	23,568	24,187	115,003
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	48,228	50,904	51,810	52,706	53,612	257,260
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	48,228	50,904	51,810	52,706	53,612	257,260
Financial Uses (Capital):						
Service Line Management	3,185	3,000	2,500	-	-	8,685
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	1,385	-	-	-	-	1,385
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	4,570	3,000	2,500	-	-	10,070
Legacy Debt Repayments	3,339	2,701	2,644	4,690	4,690	18,065
Total Capital Uses	7,909	5,701	5,144	4,690	4,690	28,135
Remaining Carryover Balance	40,320	45,202	46,666	48,015	48,922	229,125

Real Estate/Commercial, FY 2017 - FY 2021

	National Network (NN) Account					Real Estate/ Commercial 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	114	108	110	112	114	558
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	14,247	14,912	15,210	15,514	15,824	75,708
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	0	0	0	0	0	1
Operating Sources Subtotal	14,362	15,020	15,320	15,626	15,939	76,266
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	14,362	15,020	15,320	15,626	15,939	76,266
Financial Uses (Operating):						
Service Line Management	0	0	0	0	0	1
Train Operations	0	0	0	0	0	0
Equipment	6	6	6	6	6	30
Infrastructure	696	713	731	750	769	3,658
Stations	108	111	113	116	119	568
National Assets and Corporate Services	3,671	3,761	3,855	3,956	4,059	19,302
Total Operating Uses	4,481	4,590	4,705	4,828	4,955	23,559
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	9,881	10,429	10,615	10,798	10,984	52,707
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	9,881	10,429	10,615	10,798	10,984	52,707
Financial Uses (Capital):						
Service Line Management	-	-	-	-	-	-
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	2,500	-	-	-	-	2,500
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	2,500	-	-	-	-	2,500
Legacy Debt Repayments	144	145	146	107	80	621
Total Capital Uses	2,644	145	146	107	80	3,121
Remaining Carryover Balance	7,237	10,284	10,468	10,691	10,904	49,585

Real Estate/Commercial, FY 2017 - FY 2021

	Total Amtrak (NEC + NN)					Real Estate/ Commercial 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	-	-	-	-	-	-
<i>Charter/Special Trains</i>	-	-	-	-	-	-
<i>Food and Beverage</i>	-	-	-	-	-	-
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	-	-	-
<i>Reimbursable Contracts</i>	672	633	646	659	672	3,282
<i>Access Revenue</i>	-	-	-	-	-	-
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	83,790	87,697	89,451	91,240	93,065	445,244
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	1	1	1	1	1	4
Operating Sources Subtotal	84,463	88,331	90,098	91,900	93,738	448,529
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	-	-	-	-	-
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	-	-	-	-	-	-
Financing Proceeds Applied	-	-	-	-	-	-
Other Capital and Special Grants (incl., state/local sources)	-	-	-	-	-	-
Capital Sources Subtotal	-	-	-	-	-	-
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	-	-	-	-	-
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	-	-	-	-	-
Federal Grants to Amtrak Subtotal	-	-	-	-	-	-
Total Financial Sources	84,463	88,331	90,098	91,900	93,738	448,529
Financial Uses (Operating):						
Service Line Management	0	0	0	0	0	1
Train Operations	(1)	(1)	(1)	(1)	(1)	(7)
Equipment	32	33	34	35	35	169
Infrastructure	4,093	4,193	4,298	4,410	4,526	21,519
Stations	635	651	667	685	703	3,341
National Assets and Corporate Services	21,594	22,123	22,676	23,268	23,879	113,540
Total Operating Uses	26,353	26,998	27,673	28,396	29,142	138,563
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	58,109	61,333	62,425	63,504	64,596	309,967
Financial Uses (Debt Service Payments):						
RRIF debt repayments	-	-	-	-	-	-
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	-	-	-	-	-	-
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	58,109	61,333	62,425	63,504	64,596	309,967
Financial Uses (Capital):						
Service Line Management	3,185	3,000	2,500	-	-	8,685
Train Operations	-	-	-	-	-	-
Equipment	-	-	-	-	-	-
Infrastructure	-	-	-	-	-	-
Stations	3,885	-	-	-	-	3,885
National Assets and Corporate Services	-	-	-	-	-	-
Capital Expenditures	7,070	3,000	2,500	-	-	12,570
Legacy Debt Repayments	3,482	2,846	2,790	4,798	4,770	18,686
Total Capital Uses	10,552	5,846	5,290	4,798	4,770	31,256
Remaining Carryover Balance	47,557	55,487	57,135	58,706	59,826	278,710



NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com



AMTRAK FIVE YEAR SERVICE LINE PLANS

Appendix: Additional Financial and Ridership Tables

Fiscal Years 2017-2021

Consolidated Operating P&L, FY 2017 - FY2021

(\$s in Millions)	Budget					% Growth Inc/(Dec) vs Prior Year			
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY17/FY18	FY18/FY19	FY19/FY20	FY20/FY21
Ticket Revenue (Adjusted)	\$ 2,169.4	\$ 2,249.0	\$ 2,331.5	\$ 2,416.9	\$ 2,505.5	3.7%	3.7%	3.7%	3.7%
Food & Beverage	134.7	137.4	140.2	143.0	145.8	2.0%	2.0%	2.0%	2.0%
State Supported Train Revenue	242.7	247.5	252.5	257.5	262.7	2.0%	2.0%	2.0%	2.0%
Subtotal Passenger Related Revenue	2,546.8	2,633.9	2,724.1	2,817.4	2,914.0	3.4%	3.4%	3.4%	3.4%
Other Core Revenue	254.8	259.9	265.1	270.4	275.8	2.0%	2.0%	2.0%	2.0%
Ancillary Revenue	425.7	434.2	442.9	451.8	460.8	2.0%	2.0%	2.0%	2.0%
Total Revenue	3,227.3	3,328.1	3,432.1	3,539.6	3,650.6	3.1%	3.1%	3.1%	3.1%
Salaries, Wages & Benefits	2,038.8	2,103.7	2,174.3	2,247.4	2,323.1	3.2%	3.4%	3.4%	3.4%
Train Operations	305.5	308.5	314.7	321.0	327.4	1.0%	2.0%	2.0%	2.0%
Fuel, Power & Utilities	251.1	251.1	251.1	251.1	251.1	0.0%	0.0%	0.0%	0.0%
Materials	117.2	118.4	119.6	120.8	122.0	1.0%	1.0%	1.0%	1.0%
Facility, Communication & Office	162.0	163.7	165.3	167.0	168.6	1.0%	1.0%	1.0%	1.0%
Advertising and Sales	107.7	111.6	115.6	119.7	124.0	3.6%	3.6%	3.6%	3.6%
Casualty and Other Claims	73.4	73.8	74.2	74.5	74.9	0.5%	0.5%	0.5%	0.5%
Professional Fees & Data Processing	229.5	229.5	229.5	232.5	235.5	0.0%	0.0%	1.3%	1.3%
All Other Expense	71.9	73.0	74.1	75.6	77.1	1.5%	1.5%	2.0%	2.0%
Transfer to Capital & Ancillary	(254.2)	(258.0)	(261.9)	(265.8)	(269.8)	(1.5%)	(1.5%)	(1.5%)	(1.5%)
Core Expense	3,103.1	3,175.2	3,256.5	3,343.8	3,434.0	2.3%	2.6%	2.7%	2.7%
Ancillary Expense	354.3	366.7	374.0	381.5	389.1	3.5%	2.0%	2.0%	2.0%
Total Expense	3,457.3	3,541.9	3,630.5	3,725.3	3,823.1	2.4%	2.5%	2.6%	2.6%
Adjusted Operating Loss	\$ (230.0)	\$ (213.9)	\$ (198.4)	\$ (185.7)	\$ (172.5)	7.0%	7.2%	6.4%	7.1%
Revenue Reserved for RRIF & Non Fed Match	(40.6)	(22.9)	(32.3)	(43.3)	(86.9)	43.5%	(40.7%)	(34.1%)	(100.9%)
Federal Funded Adjusted Operating Loss	\$ (270.6)	\$ (236.8)	\$ (230.6)	\$ (229.0)	\$ (259.5)	12.5%	2.6%	0.7%	(13.3%)

Debt Reporting, FY 2017 - FY 2021

(\$s in Millions)	Budget					% Growth Inc/(Dec) vs Prior Year				
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY17/FY18	FY18/FY19	FY19/FY20	FY20/FY21	
Debt Paid by Federal Funding										
Principal	166.6	134.9	146.3	143.7	98.7	(19.0%)	8.5%	(1.8%)	(31.3%)	
Interest	51.2	46.9	38.9	33.0	25.9	(8.3%)	(17.2%)	(15.2%)	(21.5%)	
Commercial Paper - Program Costs/Interest	6.4	2.2	-	-	-	(66.2%)	(100.0%)	N/A	N/A	
PSL Debt Service Reserve	(34.4)	-	-	-	-	100.0%	N/A	N/A	N/A	
Total Debt Service Paid by Federal Funding	\$ 189.8	\$ 183.9	\$ 185.2	\$ 176.7	\$ 124.6	(3.1%)	0.7%	(4.6%)	(29.5%)	
RRIF Debt Payments										
NGHSR RRIF Reserve	-	-	-	-	56.9	N/A	N/A	N/A	N/A	
NGHSR RRIF CRP (5.80%)	36.2	11.3	20.2	35.6	26.7	(68.6%)	78.1%	76.2%	(25.1%)	
Total RRIF Debt Payments	\$ 36.2	\$ 11.3	\$ 20.2	\$ 35.6	\$ 83.5	(68.6%)	78.1%	76.2%	134.7%	
Total Amtrak Debt Service and Fees	\$ 225.9	\$ 195.3	\$ 205.4	\$ 212.3	\$ 208.1	(13.6%)	5.2%	3.3%	(1.9%)	

FY 2017 - FY2021 Consolidated Account Structure

	Northeast Corridor (NEC) Account					NEC 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,206,263	1,250,520	1,296,380	1,343,900	1,393,138	6,490,202
<i>Charter/Special Trains</i>	1,866	1,935	2,005	2,079	2,155	10,040
<i>Food and Beverage</i>	41,234	42,059	42,900	43,758	44,633	214,583
Contractual Contribution (Operating)						
<i>PRR/A 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Operating Payments</i>	133,499	144,887	147,785	150,741	153,756	730,667
<i>Commuter Operations</i>	67,630	68,982	70,362	71,769	73,204	351,947
<i>Reimbursable Contracts</i>	83,742	78,941	80,519	82,130	83,772	409,104
<i>Access Revenue</i>	62,664	68,010	69,370	70,758	72,173	342,975
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	69,543	72,785	74,241	75,726	77,241	369,536
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(14,998)	(14,384)	(14,831)	(15,328)	(15,844)	(75,386)
Operating Sources Subtotal	1,651,442	1,713,735	1,768,732	1,825,532	1,884,227	8,843,668
Contractual Contribution (Capital)						
<i>PRR/A 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/A 212 Capital Payments</i>	131,869	131,761	177,976	165,595	151,203	758,403
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	62,659	177,373	341,956	1,477,675	1,559,324	3,618,987
Financing Proceeds Applied	487,116	227,509	373,018	269,156	50,332	1,407,131
Other Capital and Special Grants (incl., state/local sources)	1,872	682,035	553,370	799,535	726,638	2,763,451
Capital Sources Subtotal	683,515	1,218,678	1,446,320	2,711,961	2,487,498	8,547,972
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	276,175	-	-	-	-	276,175
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	321,360	351,608	364,453	431,617	531,119	2,000,157
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	100,089	12,790	8,774	6,642	8,117	136,413
Federal Grants to Amtrak Subtotal	697,624	364,398	373,227	438,259	539,236	2,412,745
Total Financial Sources	3,032,582	3,296,811	3,588,278	4,975,752	4,910,961	19,804,385
Financial Uses (Operating):						
Service Line Management	311	318	326	335	344	1,633
Train Operations	354,619	363,297	372,382	382,106	392,142	1,864,546
Equipment	241,921	247,842	254,040	260,674	267,520	1,271,997
Infrastructure	216,763	222,068	227,621	233,565	239,700	1,139,718
Stations	57,092	58,490	59,952	61,518	63,133	300,185
National Assets and Corporate Services	345,936	354,403	363,271	372,751	382,540	1,818,901
Total Operating Uses	1,216,643	1,246,419	1,277,593	1,310,948	1,345,378	6,396,981
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	434,799	467,316	491,139	514,583	538,849	2,446,687
Financial Uses (Debt Service Payments):						
RRIF debt repayments	40,103	20,722	29,946	42,006	86,691	219,467
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	40,103	20,722	29,946	42,006	86,691	219,467
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	1,775,836	2,029,671	2,280,740	3,622,798	3,478,892	13,187,937
Financial Uses (Capital):						
Service Line Management	8,552	504,670	3,176	793,960	793,960	2,104,317
Train Operations	57,280	35,342	40,028	31,035	23,076	186,762
Equipment	527,012	307,138	396,177	296,704	129,878	1,656,909
Infrastructure	739,262	783,905	1,373,202	1,962,736	2,121,832	6,980,937
Stations	171,789	173,288	253,208	345,177	278,180	1,221,642
National Assets and Corporate Services	139,278	91,012	80,534	63,537	48,325	422,687
Capital Expenditures	1,643,175	1,895,354	2,146,324	3,493,149	3,395,252	12,573,254
Legacy Debt Repayments	142,302	144,994	146,779	142,012	96,524	672,610
Total Capital Uses	1,785,477	2,040,348	2,293,103	3,635,161	3,491,775	13,245,864
Remaining Carryover Balance	(9,641)	(10,677)	(12,363)	(12,363)	(12,884)	(57,927)

FY 2017 - FY2021 Consolidated Account Structure

	National Network (NN) Account					National Network 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	958,311	993,471	1,029,904	1,067,656	1,106,773	5,156,114
<i>Charter/Special Trains</i>	2,945	3,054	3,166	3,282	3,402	15,848
<i>Food and Beverage</i>	93,498	95,368	97,275	99,221	101,205	486,567
Contractual Contribution (Operating)						
<i>PRR/IA 209 Operating Payments</i>	242,667	247,520	252,471	257,520	262,671	1,262,849
<i>PRR/IA 212 Operating Payments</i>	-	-	-	-	-	-
<i>Commuter Operations</i>	58,573	59,745	60,940	62,158	63,402	304,818
<i>Reimbursable Contracts</i>	147,313	138,866	141,643	144,476	147,365	719,662
<i>Access Revenue</i>	10,529	11,427	11,656	11,889	12,127	57,628
<i>Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)</i>	14,247	14,912	15,210	15,514	15,824	75,708
<i>All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)</i>	(6,440)	(5,585)	(5,815)	(6,079)	(6,357)	(30,276)
Operating Sources Subtotal	1,521,643	1,558,777	1,606,449	1,655,636	1,706,412	8,048,917
Contractual Contribution (Capital)						
<i>PRR/IA 209 Capital Payments</i>	64,229	63,064	55,715	55,715	56,940	295,664
<i>PRR/IA 212 Capital Payments</i>	14,181	14,088	16,933	33,832	42,433	121,468
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	260,926	96,248	51,151	71,733	65,903	545,962
<i>Financing Proceeds Applied</i>	8,790	3,629	4,665	3,343	1,118	21,545
<i>Other Capital and Special Grants (incl., state/local sources)</i>	468	30,271	20,384	29,510	27,189	107,821
Capital Sources Subtotal	348,594	207,301	148,847	194,134	193,583	1,092,459
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	296,201	-	-	-	-	296,201
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	701,430	683,527	691,977	701,663	711,705	3,490,301
<i>Capital</i>	457,735	549,865	630,070	652,720	642,676	2,933,067
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	14,234	2,727	2,760	1,924	2,352	23,998
Federal Grants to Amtrak Subtotal	1,469,600	1,236,119	1,324,808	1,356,307	1,356,732	6,743,567
Total Financial Sources	3,339,837	3,002,197	3,080,104	3,206,077	3,256,727	15,884,943
Financial Uses (Operating):						
Service Line Management	7,975	8,170	8,374	8,593	8,819	41,930
Train Operations	919,145	941,640	965,186	990,391	1,016,403	4,832,765
Equipment	409,613	419,638	430,131	441,363	452,955	2,153,700
Infrastructure	187,758	192,353	197,163	202,311	207,625	987,209
Stations	154,143	157,916	161,865	166,091	170,454	810,468
National Assets and Corporate Services	507,809	520,237	533,239	547,171	561,542	2,669,997
Total Operating Uses	2,186,442	2,239,953	2,295,958	2,355,921	2,417,797	11,496,071
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(664,799)	(681,176)	(689,509)	(700,285)	(711,385)	(3,447,153)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	486	2,207	2,322	1,271	240	6,526
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	486	2,207	2,322	1,271	240	6,526
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	1,152,909	760,038	781,825	848,886	838,690	4,382,347
Financial Uses (Capital):						
Service Line Management	33	23,732	1,156	24,825	24,825	74,572
Train Operations	86,522	112,681	94,118	66,770	56,594	416,685
Equipment	367,176	244,355	250,616	238,631	234,274	1,335,052
Infrastructure	315,435	147,667	195,175	188,831	241,828	1,088,937
Stations	173,976	93,731	111,769	225,668	185,391	790,535
National Assets and Corporate Services	152,670	88,239	78,186	57,115	54,803	431,013
Capital Expenditures	1,095,813	710,405	731,021	801,841	797,715	4,136,795
Legacy Debt Repayments	47,455	38,956	38,441	34,681	28,092	187,625
Total Capital Uses	1,143,268	749,361	769,462	836,523	825,806	4,324,420
Remaining Carryover Balance	9,641	10,677	12,363	12,363	12,884	57,927

FY 2017 - FY2021 Consolidated Account Structure

	Total Amtrak					Amtrak 5 Year Summary
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	2,164,574	2,243,991	2,326,284	2,411,555	2,499,911	11,646,316
<i>Charter/Special Trains</i>	4,812	4,988	5,171	5,361	5,557	25,888
<i>Food and Beverage</i>	134,732	137,426	140,175	142,978	145,838	701,149
Contractual Contribution (Operating)						
<i>PRR/A 209 Operating Payments</i>	242,667	247,520	252,471	257,520	262,671	1,262,849
<i>PRR/A 212 Operating Payments</i>	133,499	144,887	147,785	150,741	153,756	730,667
<i>Commuter Operations</i>	126,203	128,727	131,301	133,927	136,606	656,765
<i>Reimbursable Contracts</i>	231,055	217,806	222,162	226,606	231,138	1,128,767
<i>Access Revenue</i>	73,193	79,437	81,026	82,647	84,299	400,602
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	83,790	87,697	89,451	91,240	93,065	445,244
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(21,439)	(19,969)	(20,646)	(21,407)	(22,201)	(105,661)
Operating Sources Subtotal	3,173,085	3,272,512	3,375,181	3,481,168	3,590,639	16,892,585
Contractual Contribution (Capital)						
<i>PRR/A 209 Capital Payments</i>	64,229	63,064	55,715	55,715	56,940	295,664
<i>PRR/A 212 Capital Payments</i>	146,050	145,849	194,908	199,427	193,637	879,871
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	323,585	273,621	393,107	1,549,409	1,625,227	4,164,949
Financing Proceeds Applied	495,905	231,139	377,683	272,500	51,451	1,428,677
Other Capital and Special Grants (incl., state/local sources)	2,340	712,306	573,754	829,045	753,827	2,871,271
Capital Sources Subtotal	1,032,110	1,425,979	1,595,167	2,906,095	2,681,081	9,640,431
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	572,376	-	-	-	-	572,376
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	701,430	683,527	691,977	701,663	711,705	3,490,301
<i>Capital</i>	779,095	901,473	994,523	1,084,337	1,173,795	4,933,224
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	114,324	15,517	11,535	8,567	10,468	160,411
Federal Grants to Amtrak Subtotal	2,167,225	1,600,517	1,698,035	1,794,567	1,895,968	9,156,312
Total Financial Sources	6,372,419	6,299,008	6,668,383	8,181,830	8,167,688	35,689,328
Financial Uses (Operating):						
Service Line Management	8,285	8,488	8,700	8,928	9,162	43,564
Train Operations	1,273,764	1,304,937	1,337,568	1,372,497	1,408,544	6,697,311
Equipment	651,534	667,480	684,171	702,037	720,475	3,425,697
Infrastructure	404,521	414,421	424,784	435,877	447,325	2,126,928
Stations	211,236	216,405	221,817	227,609	233,587	1,110,654
National Assets and Corporate Services	853,745	874,639	896,510	919,922	944,082	4,488,898
Total Operating Uses	3,403,085	3,486,371	3,573,551	3,666,869	3,763,175	17,893,052
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(230,000)	(213,859)	(198,370)	(185,702)	(172,536)	(1,000,467)
Financial Uses (Debt Service Payments):						
RRIF debt repayments	40,589	22,928	32,267	43,277	86,931	225,993
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	40,589	22,928	32,267	43,277	86,931	225,993
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	2,928,745	2,789,709	3,062,564	4,471,684	4,317,582	17,570,284
Financial Uses (Capital):						
Service Line Management	8,585	528,402	4,332	818,785	818,785	2,178,889
Train Operations	143,803	148,023	134,146	97,805	79,670	603,447
Equipment	894,188	551,492	646,793	535,335	364,152	2,991,961
Infrastructure	1,054,697	931,572	1,568,377	2,151,567	2,363,660	8,069,874
Stations	345,765	267,019	364,976	570,845	463,571	2,012,177
National Assets and Corporate Services	291,949	179,251	158,720	120,653	103,128	853,700
Capital Expenditures	2,738,987	2,605,759	2,877,345	4,294,990	4,192,966	16,710,048
Legacy Debt Repayments	189,758	183,950	185,219	176,693	124,615	860,235
Total Capital Uses	2,928,745	2,789,709	3,062,564	4,471,684	4,317,582	17,570,284
Remaining Carryover Balance	-	-	-	-	-	-

FY 2017 Budget

	Northeast Corridor (NEC) Account					NEC Account Total
	NEC Intercity Operations	Infrastructure Access	Ancillary - NEC			
(\$ in Thousands)			Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,149,666	-	-	56,597	-	1,206,263
<i>Charter/Special Trains</i>	1,866	-	-	-	-	1,866
<i>Food and Beverage</i>	41,234	-	-	-	-	41,234
Contractual Contribution (Operating)						
<i>PRR/IA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Operating Payments</i>	-	133,499	-	-	-	133,499
<i>Commuter Operations</i>	-	-	67,630	-	-	67,630
<i>Reimbursable Contracts</i>	1,350	5,722	-	76,112	558	83,742
<i>Access Revenue</i>	374	62,290	-	-	-	62,664
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	69,543	69,543
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(17,101)	(49)	(38)	2,188	1	(14,998)
Operating Sources Subtotal	1,177,390	201,462	67,592	134,897	70,101	1,651,442
Contractual Contribution (Capital)						
<i>PRR/IA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Capital Payments</i>	-	131,869	-	-	-	131,869
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	39,012	23,647	-	-	-	62,659
Financing Proceeds Applied	439,431	47,685	-	-	-	487,116
Other Capital and Special Grants (incl., state/local sources)	828	1,045	-	-	-	1,872
Capital Sources Subtotal	479,270	204,245	-	-	-	683,515
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	196,531	79,644	-	-	-	276,175
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	-	321,360	-	-	-	321,360
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	44,068	56,021	-	-	-	100,089
Federal Grants to Amtrak Subtotal	240,599	457,025	-	-	-	697,624
Total Financial Sources	1,897,259	862,733	67,592	134,897	70,101	3,032,582
Financial Uses (Operating):						
Service Line Management	(161)	270	(5)	206	-	311
Train Operations	221,599	78,777	52,502	1,742	(1)	354,619
Equipment	191,522	14,171	21,804	14,399	26	241,921
Infrastructure	43,788	46,764	179	122,636	3,397	216,763
Stations	38,716	17,400	449	(0)	527	57,092
National Assets and Corporate Services	230,802	68,315	11,426	17,471	17,923	345,936
Total Operating Uses	726,265	225,697	86,355	156,453	21,873	1,216,643
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	451,125	(24,235)	(18,763)	(21,556)	48,228	434,799
Financial Uses (Debt Service Payments):						
RRIF debt repayments	40,103	-	-	-	-	40,103
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	40,103	-	-	-	-	40,103
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	1,130,891	637,036	(18,763)	(21,556)	48,228	1,775,836
Financial Uses (Capital):						
Service Line Management	5,170	197	-	-	3,185	8,552
Train Operations	37,952	19,329	-	-	-	57,280
Equipment	492,499	34,513	-	-	-	527,012
Infrastructure	302,513	436,749	-	-	-	739,262
Stations	80,815	89,589	-	-	1,385	171,789
National Assets and Corporate Services	138,517	762	-	-	-	139,278
Capital Expenditures	1,057,466	581,138	-	-	4,570	1,643,175
Legacy Debt Repayments	106,992	31,972	-	-	3,339	142,302
Total Capital Uses	1,164,458	613,110	-	-	7,909	1,785,477
Remaining Carryover Balance	(33,567)	23,926	(18,763)	(21,556)	40,320	(9,641)

FY 2017 Budget

(\$ in Thousands)	National Network Account						National Network Account Total
	State Supported	Long Distance	Infrastructure Access	Ancillary - National Network			
				Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:							
Passenger Related Revenue							
<i>Ticket Revenue (Adjusted)</i>	501,492	422,831	-	-	33,987	-	958,311
<i>Charter/Special Trains</i>	2,945	-	-	-	-	-	2,945
<i>Food and Beverage</i>	25,370	68,128	-	-	-	-	93,498
Contractual Contribution (Operating)							
<i>PRIIA 209 Operating Payments</i>	242,667	-	-	-	-	-	242,667
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	58,573	-	-	58,573
<i>Reimbursable Contracts</i>	549	189	11,983	-	134,478	114	147,313
<i>Access Revenue</i>	-	-	10,529	-	-	-	10,529
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	14,247	14,247
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,715)	(3,594)	(12)	(43)	(76)	0	(6,440)
Operating Sources Subtotal	770,309	487,554	22,500	58,530	168,389	14,362	1,521,643
Contractual Contribution (Capital)							
<i>PRIIA 209 Capital Payments</i>	64,229	-	-	-	-	-	64,229
<i>PRIIA 212 Capital Payments</i>	-	-	14,181	-	-	-	14,181
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	234,810	16,692	9,424	-	-	-	260,926
Financing Proceeds Applied	5,720	3,070	-	-	-	-	8,790
Other Capital and Special Grants (incl., state/local sources)	246	222	-	-	-	-	468
Capital Sources Subtotal	305,005	19,984	23,605	-	-	-	348,594
Federal Grants to Amtrak							
<i>Prior Year Carryover Capital Grant Funds</i>	127,500	153,394	15,307	-	-	-	296,201
<i>Current Year FAST Sec 11101 Grants</i>							
<i>Operating</i>	69,891	605,897	25,641	-	-	-	701,430
<i>Capital</i>	243,018	211,396	3,322	-	-	-	457,735
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	5,636	8,599	-	-	-	-	14,234
Federal Grants to Amtrak Subtotal	446,045	979,285	44,270	-	-	-	1,469,600
Total Financial Sources	1,521,358	1,486,824	90,375	58,530	168,389	14,362	3,339,837
Financial Uses (Operating):							
Service Line Management	4,550	3,138	52	152	81	0	7,975
Train Operations	343,382	503,172	15,821	54,860	1,909	0	919,145
Equipment	172,884	220,773	603	13,104	2,244	6	409,613
Infrastructure	34,638	14,138	9,266	699	128,321	696	187,758
Stations	81,911	67,381	1,712	0	3,031	108	154,143
National Assets and Corporate Services	202,836	250,861	20,687	13,036	16,717	3,671	507,809
Total Operating Uses	840,200	1,059,464	48,141	81,852	152,304	4,481	2,186,442
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(69,891)	(571,910)	(25,641)	(23,322)	16,085	9,881	(664,799)
Financial Uses (Debt Service Payments):							
RRIF debt repayments	226	261	-	-	-	-	486
Other/New financing repayments	-	-	-	-	-	-	-
Total Debt Service Payments	226	261	-	-	-	-	486
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	680,932	427,099	42,234	(23,322)	16,085	9,881	1,152,909
Financial Uses (Capital):							
Service Line Management	16	17	-	-	-	-	33
Train Operations	51,014	17,259	18,250	-	-	-	86,522
Equipment	130,909	234,908	1,359	-	-	-	367,176
Infrastructure	264,386	45,680	5,370	-	-	-	315,435
Stations	126,718	27,727	17,031	-	-	2,500	173,976
National Assets and Corporate Services	92,422	60,247	1	-	-	-	152,670
Capital Expenditures	665,464	385,838	42,011	-	-	2,500	1,095,813
Legacy Debt Repayments	12,817	34,494	-	-	-	144	47,455
Total Capital Uses	678,281	420,332	42,011	-	-	2,644	1,143,268
Remaining Carryover Balance	2,652	6,767	223	(23,322)	16,085	7,237	9,641

FY 2017 Budget

	NEC Account Total	National Network Account Total	Total Amtrak
(\$ in Thousands)			
Financial Sources:			
Passenger Related Revenue			
<i>Ticket Revenue (Adjusted)</i>	1,206,263	958,311	2,164,574
<i>Charter/Special Trains</i>	1,866	2,945	4,812
<i>Food and Beverage</i>	41,234	93,498	134,732
Contractual Contribution (Operating)			
<i>PRIIA 209 Operating Payments</i>	-	242,667	242,667
<i>PRIIA 212 Operating Payments</i>	133,499	-	133,499
<i>Commuter Operations</i>	67,630	58,573	126,203
<i>Reimbursable Contracts</i>	83,742	147,313	231,055
<i>Access Revenue</i>	62,664	10,529	73,193
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	69,543	14,247	83,790
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(14,998)	(6,440)	(21,439)
Operating Sources Subtotal	1,651,442	1,521,643	3,173,085
Contractual Contribution (Capital)			
<i>PRIIA 209 Capital Payments</i>	-	64,229	64,229
<i>PRIIA 212 Capital Payments</i>	131,869	14,181	146,050
<i>Sole Benefit - Partners</i>	-	-	-
<i>Other State/Local Mutual Benefit</i>	62,659	260,926	323,585
Financing Proceeds Applied	487,116	8,790	495,905
Other Capital and Special Grants (incl., state/local sources)	1,872	468	2,340
Capital Sources Subtotal	683,515	348,594	1,032,110
Federal Grants to Amtrak			
<i>Prior Year Carryover Capital Grant Funds</i>	276,175	296,201	572,376
<i>Current Year FAST Sec 11101 Grants</i>			
<i>Operating</i>	-	701,430	701,430
<i>Capital</i>	321,360	457,735	779,095
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	100,089	14,234	114,324
Federal Grants to Amtrak Subtotal	697,624	1,469,600	2,167,225
Total Financial Sources	3,032,582	3,339,837	6,372,419
Financial Uses (Operating):			
Service Line Management	311	7,975	8,285
Train Operations	354,619	919,145	1,273,764
Equipment	241,921	409,613	651,534
Infrastructure	216,763	187,758	404,521
Stations	57,092	154,143	211,236
National Assets and Corporate Services	345,936	507,809	853,745
Total Operating Uses	1,216,643	2,186,442	3,403,085
Operating Surplus/Deficit (Operating Sources - Operating Uses)	434,799	(664,799)	(230,000)
Financial Uses (Debt Service Payments):			
RRIF debt repayments	40,103	486	40,589
Other/New financing repayments	-	-	-
Total Debt Service Payments	40,103	486	40,589
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	1,775,836	1,152,909	2,928,745
Financial Uses (Capital):			
Service Line Management	8,552	33	8,585
Train Operations	57,280	86,522	143,803
Equipment	527,012	367,176	894,188
Infrastructure	739,262	315,435	1,054,697
Stations	171,789	173,976	345,765
National Assets and Corporate Services	139,278	152,670	291,949
Capital Expenditures	1,643,175	1,095,813	2,738,987
Legacy Debt Repayments	142,302	47,455	189,758
Total Capital Uses	1,785,477	1,143,268	2,928,745
Remaining Carryover Balance	(9,641)	9,641	0

FY 2018 Forecast

	Northeast Corridor (NEC) Account					NEC Account Total
	NEC Intercity Operations	Infrastructure Access	Ancillary - NEC			
(\$ in Thousands)			Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,190,046	-	-	60,474	-	1,250,520
<i>Charter/Special Trains</i>	1,935	-	-	-	-	1,935
<i>Food and Beverage</i>	42,059	-	-	-	-	42,059
Contractual Contribution (Operating)						
<i>PRR/IA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Operating Payments</i>	-	144,887	-	-	-	144,887
<i>Commuter Operations</i>	-	-	68,982	-	-	68,982
<i>Reimbursable Contracts</i>	1,273	5,394	-	71,748	526	78,941
<i>Access Revenue</i>	406	67,604	-	-	-	68,010
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	72,785	72,785
All Other Revenue (incl. Insurance Revenue, Co-branded Commissions, Adjustments to Bad Debt and Credit Card)	(16,689)	(40)	(39)	2,383	1	(14,384)
Operating Sources Subtotal	1,219,029	217,846	68,943	134,605	73,312	1,713,735
Contractual Contribution (Capital)						
<i>PRR/IA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Capital Payments</i>	-	131,761	-	-	-	131,761
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	48,924	128,449	-	-	-	177,373
Financing Proceeds Applied	203,412	24,098	-	-	-	227,509
Other Capital and Special Grants (incl., state/local sources)	224,071	457,964	-	-	-	682,035
Capital Sources Subtotal	476,407	742,271	-	-	-	1,218,678
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	71,091	280,517	-	-	-	351,608
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,771	4,020	-	-	-	12,790
Federal Grants to Amtrak Subtotal	79,861	284,537	-	-	-	364,398
Total Financial Sources	1,775,298	1,244,654	68,943	134,605	73,312	3,296,811
Financial Uses (Operating):						
Service Line Management	(165)	277	(5)	211	-	318
Train Operations	227,022	80,705	53,787	1,784	(1)	363,297
Equipment	196,209	14,517	22,338	14,751	27	247,842
Infrastructure	44,859	47,908	183	125,638	3,480	222,068
Stations	39,663	17,826	460	(0)	540	58,490
National Assets and Corporate Services	236,451	69,987	11,705	17,898	18,362	354,403
Total Operating Uses	744,040	231,221	88,468	160,282	22,408	1,246,419
Operating Surplus/Deficit (Operating Sources - Operating Uses)	474,990	(13,375)	(19,525)	(25,678)	50,904	467,316
Financial Uses (Debt Service Payments):						
RRIF debt repayments	20,722	-	-	-	-	20,722
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	20,722	-	-	-	-	20,722
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	1,010,536	1,013,433	(19,525)	(25,678)	50,904	2,029,671
Financial Uses (Capital):						
Service Line Management	192,668	309,002	-	-	3,000	504,670
Train Operations	23,807	11,535	-	-	-	35,342
Equipment	279,309	27,829	-	-	-	307,138
Infrastructure	267,701	516,204	-	-	-	783,905
Stations	73,811	99,476	-	-	-	173,288
National Assets and Corporate Services	90,207	805	-	-	-	91,012
Capital Expenditures	927,502	964,852	-	-	3,000	1,895,354
Legacy Debt Repayments	135,196	7,097	-	-	2,701	144,994
Total Capital Uses	1,062,698	971,948	-	-	5,701	2,040,348
Remaining Carryover Balance	(52,162)	41,485	(19,525)	(25,678)	45,202	(10,677)

FY 2018 Forecast

(\$ in Thousands)	National Network Account						National Network Account Total
	State Supported	Long Distance	Infrastructure Access	Ancillary - National Network			
				Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:							
Passenger Related Revenue							
<i>Ticket Revenue (Adjusted)</i>	519,892	430,366	-	-	43,213	-	993,471
<i>Charter/Special Trains</i>	3,054	-	-	-	-	-	3,054
<i>Food and Beverage</i>	25,878	69,490	-	-	-	-	95,368
Contractual Contribution (Operating)							
<i>PRR/A 209 Operating Payments</i>	247,520	-	-	-	-	-	247,520
<i>PRR/A 212 Operating Payments</i>	-	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	59,745	-	-	59,745
<i>Reimbursable Contracts</i>	517	178	11,296	-	126,767	108	138,866
<i>Access Revenue</i>	-	-	11,427	-	-	-	11,427
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	14,912	14,912
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,235)	(3,216)	(12)	(44)	(77)	0	(5,585)
Operating Sources Subtotal	794,626	496,818	22,711	59,700	169,902	15,020	1,558,777
Contractual Contribution (Capital)							
<i>PRR/A 209 Capital Payments</i>	63,064	-	-	-	-	-	63,064
<i>PRR/A 212 Capital Payments</i>	-	-	14,088	-	-	-	14,088
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	69,661	14,441	12,147	-	-	-	96,248
Financing Proceeds Applied	2,686	943	-	-	-	-	3,629
Other Capital and Special Grants (incl., state/local sources)	3,996	26,275	-	-	-	-	30,271
Capital Sources Subtotal	139,407	41,658	26,235	-	-	-	207,301
Federal Grants to Amtrak							
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>							
<i>Operating</i>	66,137	590,782	26,608	-	-	-	683,527
<i>Capital</i>	283,778	245,657	20,430	-	-	-	549,865
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	625	2,102	-	-	-	-	2,727
Federal Grants to Amtrak Subtotal	350,540	838,541	47,038	-	-	-	1,236,119
Total Financial Sources	1,284,573	1,377,017	95,984	59,700	169,902	15,020	3,002,197
Financial Uses (Operating):							
Service Line Management	4,662	3,215	54	156	83	0	8,170
Train Operations	351,786	515,487	16,208	56,203	1,956	0	941,640
Equipment	177,115	226,176	618	13,424	2,299	6	419,638
Infrastructure	35,485	14,484	9,493	716	131,461	713	192,353
Stations	83,915	69,031	1,754	0	3,105	111	157,916
National Assets and Corporate Services	207,800	257,000	21,193	13,355	17,127	3,761	520,237
Total Operating Uses	860,763	1,085,393	49,319	83,855	156,032	4,590	2,239,953
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(66,137)	(588,576)	(26,608)	(24,155)	13,871	10,429	(681,176)
Financial Uses (Debt Service Payments):							
RRIF debt repayments	-	2,207	-	-	-	-	2,207
Other/New financing repayments	-	-	-	-	-	-	-
Total Debt Service Payments	-	2,207	-	-	-	-	2,207
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	423,810	289,417	46,665	(24,155)	13,871	10,429	760,038
Financial Uses (Capital):							
Service Line Management	1,180	22,552	-	-	-	-	23,732
Train Operations	77,758	21,037	13,886	-	-	-	112,681
Equipment	101,340	142,739	275	-	-	-	244,355
Infrastructure	100,834	41,135	5,699	-	-	-	147,667
Stations	62,160	18,008	13,564	-	-	-	93,731
National Assets and Corporate Services	56,480	31,759	-	-	-	-	88,239
Capital Expenditures	399,752	277,230	33,424	-	-	-	710,405
Legacy Debt Repayments	7,950	30,861	-	-	-	145	38,956
Total Capital Uses	407,701	308,091	33,424	-	-	145	749,361
Remaining Carryover Balance	16,109	(18,673)	13,241	(24,155)	13,871	10,284	10,677

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	NEC Account Total	National Network Account Total	Total Amtrak
(\$ in Thousands)			
Financial Sources:			
Passenger Related Revenue			
<i>Ticket Revenue (Adjusted)</i>	1,250,520	993,471	2,243,991
<i>Charter/Special Trains</i>	1,935	3,054	4,988
<i>Food and Beverage</i>	42,059	95,368	137,426
Contractual Contribution (Operating)			
<i>PRR/IA 209 Operating Payments</i>	-	247,520	247,520
<i>PRR/IA 212 Operating Payments</i>	144,887	-	144,887
<i>Commuter Operations</i>	68,982	59,745	128,727
<i>Reimbursable Contracts</i>	78,941	138,866	217,806
<i>Access Revenue</i>	68,010	11,427	79,437
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	72,785	14,912	87,697
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(14,384)	(5,585)	(19,969)
Operating Sources Subtotal	1,713,735	1,558,777	3,272,512
Contractual Contribution (Capital)			
<i>PRR/IA 209 Capital Payments</i>	-	63,064	63,064
<i>PRR/IA 212 Capital Payments</i>	131,761	14,088	145,849
<i>Sole Benefit - Partners</i>	-	-	-
<i>Other State/Local Mutual Benefit</i>	177,373	96,248	273,621
Financing Proceeds Applied	227,509	3,629	231,139
Other Capital and Special Grants (incl., state/local sources)	682,035	30,271	712,306
Capital Sources Subtotal	1,218,678	207,301	1,425,979
Federal Grants to Amtrak			
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>			
<i>Operating</i>	-	683,527	683,527
<i>Capital</i>	351,608	549,865	901,473
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	12,790	2,727	15,517
Federal Grants to Amtrak Subtotal	364,398	1,236,119	1,600,517
Total Financial Sources	3,296,811	3,002,197	6,299,008
Financial Uses (Operating):			
Service Line Management	318	8,170	8,488
Train Operations	363,297	941,640	1,304,937
Equipment	247,842	419,638	667,480
Infrastructure	222,068	192,353	414,421
Stations	58,490	157,916	216,405
National Assets and Corporate Services	354,403	520,237	874,639
Total Operating Uses	1,246,419	2,239,953	3,486,371
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	467,316	(681,176)	(213,859)
Financial Uses (Debt Service Payments):			
RRIF debt repayments	20,722	2,207	22,928
Other/New financing repayments	-	-	-
Total Debt Service Payments	20,722	2,207	22,928
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	2,029,671	760,038	2,789,709
Financial Uses (Capital):			
Service Line Management	504,670	23,732	528,402
Train Operations	35,342	112,681	148,023
Equipment	307,138	244,355	551,492
Infrastructure	783,905	147,667	931,572
Stations	173,288	93,731	267,019
National Assets and Corporate Services	91,012	88,239	179,251
Capital Expenditures	1,895,354	710,405	2,605,759
Legacy Debt Repayments	144,994	38,956	183,950
Total Capital Uses	2,040,348	749,361	2,789,709
Remaining Carryover Balance	(10,677)	10,677	0

FY 2019 Forecast

	Northeast Corridor (NEC) Account					NEC Account Total
	NEC Intercity Operations	Infrastructure Access	Ancillary - NEC			
(\$ in Thousands)			Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,234,011	-	-	62,370	-	1,296,380
<i>Charter/Special Trains</i>	2,005	-	-	-	-	2,005
<i>Food and Beverage</i>	42,900	-	-	-	-	42,900
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	147,785	-	-	-	147,785
<i>Commuter Operations</i>	-	-	70,362	-	-	70,362
<i>Reimbursable Contracts</i>	1,298	5,502	-	73,183	536	80,519
<i>Access Revenue</i>	414	68,956	-	-	-	69,370
<i>Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)</i>	-	-	-	-	74,241	74,241
<i>All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)</i>	(17,181)	(42)	(40)	2,430	1	(14,831)
Operating Sources Subtotal	1,263,448	222,202	70,322	137,982	74,778	1,768,732
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	177,976	-	-	-	177,976
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	95,340	246,616	-	-	-	341,956
<i>Financing Proceeds Applied</i>	339,659	33,359	-	-	-	373,018
<i>Other Capital and Special Grants (incl., state/local sources)</i>	127,575	425,795	-	-	-	553,370
Capital Sources Subtotal	562,574	883,745	-	-	-	1,446,320
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	109,737	254,716	-	-	-	364,453
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,774	-	-	-	-	8,774
Federal Grants to Amtrak Subtotal	118,511	254,716	-	-	-	373,227
Total Financial Sources	1,944,533	1,360,662	70,322	137,982	74,778	3,588,278
Financial Uses (Operating):						
Service Line Management	(169)	284	(5)	216	-	326
Train Operations	232,699	82,723	55,132	1,829	(1)	372,382
Equipment	201,115	14,880	22,896	15,120	28	254,040
Infrastructure	45,981	49,106	188	128,779	3,567	227,621
Stations	40,655	18,272	471	(0)	554	59,952
National Assets and Corporate Services	242,370	71,737	11,998	18,346	18,821	363,271
Total Operating Uses	762,651	237,002	90,681	164,290	22,968	1,277,593
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	500,796	(14,801)	(20,358)	(26,308)	51,810	491,139
Financial Uses (Debt Service Payments):						
RRIF debt repayments	29,946	-	-	-	-	29,946
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	29,946	-	-	-	-	29,946
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	1,151,936	1,123,660	(20,358)	(26,308)	51,810	2,280,740
Financial Uses (Capital):						
Service Line Management	676	-	-	-	2,500	3,176
Train Operations	29,112	10,916	-	-	-	40,028
Equipment	375,393	20,784	-	-	-	396,177
Infrastructure	500,112	873,090	-	-	-	1,373,202
Stations	97,200	156,008	-	-	-	253,208
National Assets and Corporate Services	80,534	-	-	-	-	80,534
Capital Expenditures	1,083,026	1,060,798	-	-	2,500	2,146,324
Legacy Debt Repayments	137,105	7,030	-	-	2,644	146,779
Total Capital Uses	1,220,131	1,067,828	-	-	5,144	2,293,103
Remaining Carryover Balance	(68,194)	55,832	(20,358)	(26,308)	46,666	(12,363)

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(\$ in Thousands)	National Network Account						National Network Account Total
	State Supported	Long Distance	Infrastructure Access	Ancillary - National Network			
				Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:							
Passenger Related Revenue							
<i>Ticket Revenue (Adjusted)</i>	538,957	445,646	-	-	45,300	-	1,029,904
<i>Charter/Special Trains</i>	3,166	-	-	-	-	-	3,166
<i>Food and Beverage</i>	26,395	70,880	-	-	-	-	97,275
Contractual Contribution (Operating)							
<i>PRIIA 209 Operating Payments</i>	252,471	-	-	-	-	-	252,471
<i>PRIIA 212 Operating Payments</i>	-	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	60,940	-	-	60,940
<i>Reimbursable Contracts</i>	528	182	11,522	-	129,302	110	141,643
<i>Access Revenue</i>	-	-	11,656	-	-	-	11,656
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	15,210	15,210
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,339)	(3,338)	(12)	(45)	(79)	0	(5,815)
Operating Sources Subtotal	819,177	513,369	23,165	60,894	174,523	15,320	1,606,449
Contractual Contribution (Capital)							
<i>PRIIA 209 Capital Payments</i>	55,715	-	-	-	-	-	55,715
<i>PRIIA 212 Capital Payments</i>	-	-	16,933	-	-	-	16,933
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	18,481	11,090	21,580	-	-	-	51,151
Financing Proceeds Applied	2,609	2,056	-	-	-	-	4,665
Other Capital and Special Grants (incl., state/local sources)	4,528	15,855	-	-	-	-	20,384
Capital Sources Subtotal	81,334	29,001	38,512	-	-	-	148,847
Federal Grants to Amtrak							
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>							
<i>Operating</i>	63,103	601,487	27,387	-	-	-	691,977
<i>Capital</i>	294,625	307,918	27,527	-	-	-	630,070
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	131	2,629	-	-	-	-	2,760
Federal Grants to Amtrak Subtotal	357,860	912,034	54,914	-	-	-	1,324,808
Total Financial Sources	1,258,372	1,454,404	116,592	60,894	174,523	15,320	3,080,104
Financial Uses (Operating):							
Service Line Management	4,778	3,295	55	160	86	0	8,374
Train Operations	360,582	528,377	16,613	57,608	2,005	0	965,186
Equipment	181,544	231,832	633	13,760	2,357	6	430,131
Infrastructure	36,373	14,847	9,730	734	134,749	731	197,163
Stations	86,014	70,757	1,798	0	3,183	113	161,865
National Assets and Corporate Services	212,990	263,427	21,723	13,689	17,555	3,855	533,239
Total Operating Uses	882,280	1,112,534	50,552	85,952	159,933	4,705	2,295,958
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(63,103)	(599,165)	(27,387)	(25,058)	14,589	10,615	(689,509)
Financial Uses (Debt Service Payments):							
RRIF debt repayments	-	2,322	-	-	-	-	2,322
Other/New financing repayments	-	-	-	-	-	-	-
Total Debt Service Payments	-	2,322	-	-	-	-	2,322
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	376,091	339,548	66,039	(25,058)	14,589	10,615	781,825
Financial Uses (Capital):							
Service Line Management	578	578	-	-	-	-	1,156
Train Operations	67,000	23,980	3,138	-	-	-	94,118
Equipment	91,982	158,100	534	-	-	-	250,616
Infrastructure	67,823	92,648	34,704	-	-	-	195,175
Stations	74,982	25,022	11,765	-	-	-	111,769
National Assets and Corporate Services	49,801	28,385	-	-	-	-	78,186
Capital Expenditures	352,166	328,714	50,141	-	-	-	731,021
Legacy Debt Repayments	7,976	30,318	-	-	-	146	38,441
Total Capital Uses	360,142	359,033	50,141	-	-	146	769,462
Remaining Carryover Balance	15,949	(19,485)	15,898	(25,058)	14,589	10,468	12,363

FY 2019 Forecast

(\$ in Thousands)

	NEC Account Total	National Network Account Total	Total Amtrak
Financial Sources:			
Passenger Related Revenue			
<i>Ticket Revenue (Adjusted)</i>	1,296,380	1,029,904	2,326,284
<i>Charter/Special Trains</i>	2,005	3,166	5,171
<i>Food and Beverage</i>	42,900	97,275	140,175
Contractual Contribution (Operating)			
<i>PRIIA 209 Operating Payments</i>	-	252,471	252,471
<i>PRIIA 212 Operating Payments</i>	147,785	-	147,785
<i>Commuter Operations</i>	70,362	60,940	131,301
<i>Reimbursable Contracts</i>	80,519	141,643	222,162
<i>Access Revenue</i>	69,370	11,656	81,026
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	74,241	15,210	89,451
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(14,831)	(5,815)	(20,646)
Operating Sources Subtotal	1,768,732	1,606,449	3,375,181
Contractual Contribution (Capital)			
<i>PRIIA 209 Capital Payments</i>	-	55,715	55,715
<i>PRIIA 212 Capital Payments</i>	177,976	16,933	194,908
<i>Sole Benefit - Partners</i>	-	-	-
<i>Other State/Local Mutual Benefit</i>	341,956	51,151	393,107
Financing Proceeds Applied	373,018	4,665	377,683
Other Capital and Special Grants (incl., state/local sources)	553,370	20,384	573,754
Capital Sources Subtotal	1,446,320	148,847	1,595,167
Federal Grants to Amtrak			
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>			
<i>Operating</i>	-	691,977	691,977
<i>Capital</i>	364,453	630,070	994,523
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,774	2,760	11,535
Federal Grants to Amtrak Subtotal	373,227	1,324,808	1,698,035
Total Financial Sources	3,588,278	3,080,104	6,668,383
Financial Uses (Operating):			
Service Line Management	326	8,374	8,700
Train Operations	372,382	965,186	1,337,568
Equipment	254,040	430,131	684,171
Infrastructure	227,621	197,163	424,784
Stations	59,952	161,865	221,817
National Assets and Corporate Services	363,271	533,239	896,510
Total Operating Uses	1,277,593	2,295,958	3,573,551
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	491,139	(689,509)	(198,370)
Financial Uses (Debt Service Payments):			
RRIF debt repayments	29,946	2,322	32,267
Other/New financing repayments	-	-	-
Total Debt Service Payments	29,946	2,322	32,267
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	2,280,740	781,825	3,062,564
Financial Uses (Capital):			
Service Line Management	3,176	1,156	4,332
Train Operations	40,028	94,118	134,146
Equipment	396,177	250,616	646,793
Infrastructure	1,373,202	195,175	1,568,377
Stations	253,208	111,769	364,976
National Assets and Corporate Services	80,534	78,186	158,720
Capital Expenditures	2,146,324	731,021	2,877,345
Legacy Debt Repayments	146,779	38,441	185,219
Total Capital Uses	2,293,103	769,462	3,062,564
Remaining Carryover Balance	(12,363)	12,363	0

FY 2020 Forecast

	Northeast Corridor (NEC) Account					NEC Account Total
	NEC Intercity Operations	Infrastructure Access	Ancillary - NEC			
(\$ in Thousands)			Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,279,138	-	-	64,762	-	1,343,900
<i>Charter/Special Trains</i>	2,079	-	-	-	-	2,079
<i>Food and Beverage</i>	43,758	-	-	-	-	43,758
Contractual Contribution (Operating)						
<i>PRIIA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Operating Payments</i>	-	150,741	-	-	-	150,741
<i>Commuter Operations</i>	-	-	71,769	-	-	71,769
<i>Reimbursable Contracts</i>	1,324	5,612	-	74,646	547	82,130
<i>Access Revenue</i>	423	70,335	-	-	-	70,758
<i>Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)</i>	-	-	-	-	75,726	75,726
<i>All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)</i>	(17,722)	(44)	(41)	2,478	1	(15,328)
Operating Sources Subtotal	1,309,000	226,644	71,728	141,885	76,274	1,825,532
Contractual Contribution (Capital)						
<i>PRIIA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRIIA 212 Capital Payments</i>	-	165,595	-	-	-	165,595
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	207,490	1,270,185	-	-	-	1,477,675
<i>Financing Proceeds Applied</i>	254,330	14,827	-	-	-	269,156
<i>Other Capital and Special Grants (incl., state/local sources)</i>	149,002	660,534	-	-	-	799,536
Capital Sources Subtotal	610,821	2,101,140	-	-	-	2,711,961
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>	-	-	-	-	-	-
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	177,088	254,529	-	-	-	431,617
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	6,642	-	-	-	-	6,642
Federal Grants to Amtrak Subtotal	183,730	254,529	-	-	-	438,259
Total Financial Sources	2,103,552	2,582,313	71,728	141,885	76,274	4,975,752
Financial Uses (Operating):						
Service Line Management	(173)	291	(5)	222	-	335
Train Operations	238,776	84,883	56,572	1,877	(1)	382,106
Equipment	206,367	15,269	23,494	15,515	28	260,674
Infrastructure	47,182	50,389	193	132,142	3,660	233,565
Stations	41,717	18,749	484	(0)	568	61,518
National Assets and Corporate Services	248,692	73,610	12,311	18,825	19,313	372,751
Total Operating Uses	782,560	243,191	93,049	168,580	23,568	1,310,948
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	526,440	(16,547)	(21,320)	(26,695)	52,706	514,583
Financial Uses (Debt Service Payments):						
RRIF debt repayments	42,006	-	-	-	-	42,006
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	42,006	-	-	-	-	42,006
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	1,278,986	2,339,122	(21,320)	(26,695)	52,706	3,622,798
Financial Uses (Capital):						
Service Line Management	68,158	725,802	-	-	-	793,960
Train Operations	21,306	9,729	-	-	-	31,035
Equipment	277,427	19,277	-	-	-	296,704
Infrastructure	665,090	1,297,646	-	-	-	1,962,736
Stations	115,085	230,092	-	-	-	345,177
National Assets and Corporate Services	63,537	-	-	-	-	63,537
Capital Expenditures	1,210,603	2,282,546	-	-	-	3,493,149
Legacy Debt Repayments	130,359	6,963	-	-	4,690	142,012
Total Capital Uses	1,340,962	2,289,508	-	-	4,690	3,635,161
Remaining Carryover Balance	(61,976)	49,613	(21,320)	(26,695)	48,015	(12,363)

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(\$ in Thousands)	National Network Account						National Network Account Total
	State Supported	Long Distance	Infrastructure Access	Ancillary - National Network			
				Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:							
Passenger Related Revenue							
<i>Ticket Revenue (Adjusted)</i>	558,713	461,245	-	-	47,697	-	1,067,656
<i>Charter/Special Trains</i>	3,282	-	-	-	-	-	3,282
<i>Food and Beverage</i>	26,923	72,298	-	-	-	-	99,221
Contractual Contribution (Operating)							
<i>PRR/A 209 Operating Payments</i>	257,520	-	-	-	-	-	257,520
<i>PRR/A 212 Operating Payments</i>	-	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	62,158	-	-	62,158
<i>Reimbursable Contracts</i>	538	185	11,752	-	131,888	112	144,476
<i>Access Revenue</i>	-	-	11,889	-	-	-	11,889
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)						15,514	15,514
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,461)	(3,477)	(13)	(47)	(81)	0	(6,079)
Operating Sources Subtotal	844,515	530,251	23,628	62,112	179,504	15,626	1,655,636
Contractual Contribution (Capital)							
<i>PRR/A 209 Capital Payments</i>	55,715	-	-	-	-	-	55,715
<i>PRR/A 212 Capital Payments</i>	-	-	33,832	-	-	-	33,832
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	40,629	26,491	4,613	-	-	-	71,733
Financing Proceeds Applied	1,024	2,319	-	-	-	-	3,343
Other Capital and Special Grants (incl., state/local sources)	10,358	19,151	-	-	-	-	29,510
Capital Sources Subtotal	107,728	47,961	38,446	-	-	-	194,134
Federal Grants to Amtrak							
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>							
<i>Operating</i>	60,812	612,607	28,244	-	-	-	701,663
<i>Capital</i>	322,137	306,431	24,152	-	-	-	652,720
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	1,924	-	-	-	-	1,924
Federal Grants to Amtrak Subtotal	382,949	920,962	52,396	-	-	-	1,356,307
Total Financial Sources	1,335,192	1,499,174	114,470	62,112	179,504	15,626	3,206,077
Financial Uses (Operating):							
Service Line Management	4,903	3,381	56	164	88	0	8,593
Train Operations	369,999	542,175	17,047	59,113	2,057	0	990,391
Equipment	186,284	237,886	650	14,119	2,418	6	441,363
Infrastructure	37,322	15,234	9,984	753	138,267	750	202,311
Stations	88,260	72,604	1,845	0	3,266	116	166,091
National Assets and Corporate Services	218,559	270,306	22,290	14,047	18,013	3,956	547,171
Total Operating Uses	905,327	1,141,587	51,872	88,197	164,110	4,828	2,355,921
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	(60,812)	(611,336)	(28,244)	(26,085)	15,394	10,798	(700,285)
Financial Uses (Debt Service Payments):							
RRIF debt repayments	-	1,271	-	-	-	-	1,271
Other/New financing repayments	-	-	-	-	-	-	-
Total Debt Service Payments	-	1,271	-	-	-	-	1,271
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	429,864	356,316	62,598	(26,085)	15,394	10,798	848,886
Financial Uses (Capital):							
Service Line Management	14,041	10,784	-	-	-	-	24,825
Train Operations	47,759	16,667	2,344	-	-	-	66,770
Equipment	95,030	142,870	731	-	-	-	238,631
Infrastructure	60,591	97,794	30,446	-	-	-	188,831
Stations	155,848	58,098	11,722	-	-	-	225,668
National Assets and Corporate Services	35,310	21,806	-	-	-	-	57,115
Capital Expenditures	408,579	348,019	45,243	-	-	-	801,841
Legacy Debt Repayments	7,279	27,295	-	-	-	107	34,681
Total Capital Uses	415,858	375,314	45,243	-	-	107	836,523
Remaining Carryover Balance	14,006	(18,998)	17,355	(26,085)	15,394	10,691	12,363

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	NEC Account Total	National Network Account Total	Total Amtrak
(\$ in Thousands)			
Financial Sources:			
Passenger Related Revenue			
<i>Ticket Revenue (Adjusted)</i>	1,343,900	1,067,656	2,411,555
<i>Charter/Special Trains</i>	2,079	3,282	5,361
<i>Food and Beverage</i>	43,758	99,221	142,978
Contractual Contribution (Operating)			
<i>PRIIA 209 Operating Payments</i>	-	257,520	257,520
<i>PRIIA 212 Operating Payments</i>	150,741	-	150,741
<i>Commuter Operations</i>	71,769	62,158	133,927
<i>Reimbursable Contracts</i>	82,130	144,476	226,606
<i>Access Revenue</i>	70,758	11,889	82,647
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	75,726	15,514	91,240
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(15,328)	(6,079)	(21,407)
Operating Sources Subtotal	1,825,532	1,655,636	3,481,168
Contractual Contribution (Capital)			
<i>PRIIA 209 Capital Payments</i>	-	55,715	55,715
<i>PRIIA 212 Capital Payments</i>	165,595	33,832	199,427
<i>Sole Benefit - Partners</i>	-	-	-
<i>Other State/Local Mutual Benefit</i>	1,477,675	71,733	1,549,409
Financing Proceeds Applied	269,156	3,343	272,500
Other Capital and Special Grants (incl., state/local sources)	799,535	29,510	829,045
Capital Sources Subtotal	2,711,961	194,134	2,906,095
Federal Grants to Amtrak			
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>			
<i>Operating</i>	-	701,663	701,663
<i>Capital</i>	431,617	652,720	1,084,337
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	6,642	1,924	8,567
Federal Grants to Amtrak Subtotal	438,259	1,356,307	1,794,567
Total Financial Sources	4,975,752	3,206,077	8,181,830
Financial Uses (Operating):			
Service Line Management	335	8,593	8,928
Train Operations	382,106	990,391	1,372,497
Equipment	260,674	441,363	702,037
Infrastructure	233,565	202,311	435,877
Stations	61,518	166,091	227,609
National Assets and Corporate Services	372,751	547,171	919,922
Total Operating Uses	1,310,948	2,355,921	3,666,869
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	514,583	(700,285)	(185,702)
Financial Uses (Debt Service Payments):			
RRIF debt repayments	42,006	1,271	43,277
Other/New financing repayments	-	-	-
Total Debt Service Payments	42,006	1,271	43,277
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	3,622,798	848,886	4,471,684
Financial Uses (Capital):			
Service Line Management	793,960	24,825	818,785
Train Operations	31,035	66,770	97,805
Equipment	296,704	238,631	535,335
Infrastructure	1,962,736	188,831	2,151,567
Stations	345,177	225,668	570,845
National Assets and Corporate Services	63,537	57,115	120,653
Capital Expenditures	3,493,149	801,841	4,294,990
Legacy Debt Repayments	142,012	34,681	176,693
Total Capital Uses	3,635,161	836,523	4,471,684
Remaining Carryover Balance	(12,363)	12,363	(0)

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	Northeast Corridor (NEC) Account					NEC Account Total
	NEC Intercity Operations	Infrastructure Access	Ancillary - NEC			
(\$ in Thousands)			Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:						
Passenger Related Revenue						
<i>Ticket Revenue (Adjusted)</i>	1,325,388	-	-	67,751	-	1,393,138
<i>Charter/Special Trains</i>	2,155	-	-	-	-	2,155
<i>Food and Beverage</i>	44,633	-	-	-	-	44,633
Contractual Contribution (Operating)						
<i>PRR/IA 209 Operating Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Operating Payments</i>	-	153,756	-	-	-	153,756
<i>Commuter Operations</i>	-	-	73,204	-	-	73,204
<i>Reimbursable Contracts</i>	1,351	5,725	-	76,139	558	83,772
<i>Access Revenue</i>	431	71,742	-	-	-	72,173
<i>Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)</i>	-	-	-	-	77,241	77,241
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(18,283)	(46)	(42)	2,526	1	(15,844)
Operating Sources Subtotal	1,355,674	231,176	73,163	146,416	77,799	1,884,227
Contractual Contribution (Capital)						
<i>PRR/IA 209 Capital Payments</i>	-	-	-	-	-	-
<i>PRR/IA 212 Capital Payments</i>	-	151,203	-	-	-	151,203
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	195,277	1,364,047	-	-	-	1,559,324
Financing Proceeds Applied	47,439	2,893	-	-	-	50,332
Other Capital and Special Grants (incl., state/local sources)	141,858	584,780	-	-	-	726,638
Capital Sources Subtotal	384,574	2,102,923	-	-	-	2,487,498
Federal Grants to Amtrak						
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>						
<i>Operating</i>	-	-	-	-	-	-
<i>Capital</i>	250,533	280,586	-	-	-	531,119
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,117	-	-	-	-	8,117
Federal Grants to Amtrak Subtotal	258,650	280,586	-	-	-	539,236
Total Financial Sources	1,998,898	2,614,685	73,163	146,416	77,799	4,910,961
Financial Uses (Operating):						
Service Line Management	(178)	299	(5)	228	-	344
Train Operations	245,047	87,113	58,057	1,926	(2)	392,142
Equipment	211,787	15,670	24,111	15,922	29	267,520
Infrastructure	48,421	51,712	198	135,613	3,756	239,700
Stations	42,812	19,242	496	(0)	583	63,133
National Assets and Corporate Services	255,223	75,543	12,635	19,319	19,820	382,540
Total Operating Uses	803,113	249,579	95,492	173,008	24,187	1,345,378
Operating Surplus/Deficit (Operating Sources - Operating Uses)	552,562	(18,403)	(22,330)	(26,592)	53,612	538,849
Financial Uses (Debt Service Payments):						
RRIF debt repayments	86,691	-	-	-	-	86,691
Other/New financing repayments	-	-	-	-	-	-
Total Debt Service Payments	86,691	-	-	-	-	86,691
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	1,109,095	2,365,107	(22,330)	(26,592)	53,612	3,478,892
Financial Uses (Capital):						
Service Line Management	68,158	725,802	-	-	-	793,960
Train Operations	14,987	8,090	-	-	-	23,076
Equipment	114,868	15,010	-	-	-	129,878
Infrastructure	743,012	1,378,821	-	-	-	2,121,832
Stations	90,729	187,451	-	-	-	278,180
National Assets and Corporate Services	48,325	-	-	-	-	48,325
Capital Expenditures	1,080,079	2,315,173	-	-	-	3,395,252
Legacy Debt Repayments	84,936	6,898	-	-	4,690	96,524
Total Capital Uses	1,165,014	2,322,071	-	-	4,690	3,491,775
Remaining Carryover Balance	(55,920)	43,036	(22,330)	(26,592)	48,922	(12,884)

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(\$ in Thousands)	National Network Account						National Network Account Total
	State Supported	Long Distance	Infrastructure Access	Ancillary - National Network			
				Commuter Operations	Reimbursable	Real Estate/ Commercial	
Financial Sources:							
Passenger Related Revenue							
<i>Ticket Revenue (Adjusted)</i>	579,184	477,357	-	-	50,233	-	1,106,773
<i>Charter/Special Trains</i>	3,402	-	-	-	-	-	3,402
<i>Food and Beverage</i>	27,462	73,744	-	-	-	-	101,205
Contractual Contribution (Operating)							
<i>PRR/A 209 Operating Payments</i>	262,671	-	-	-	-	-	262,671
<i>PRR/A 212 Operating Payments</i>	-	-	-	-	-	-	-
<i>Commuter Operations</i>	-	-	-	63,402	-	-	63,402
<i>Reimbursable Contracts</i>	549	189	11,987	-	134,526	114	147,365
<i>Access Revenue</i>	-	-	12,127	-	-	-	12,127
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	-	-	-	-	-	15,824	15,824
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(2,589)	(3,623)	(13)	(48)	(84)	0	(6,357)
Operating Sources Subtotal	870,677	547,666	24,101	63,354	184,675	15,939	1,706,412
Contractual Contribution (Capital)							
<i>PRR/A 209 Capital Payments</i>	56,940	-	-	-	-	-	56,940
<i>PRR/A 212 Capital Payments</i>	-	-	42,433	-	-	-	42,433
<i>Sole Benefit - Partners</i>	-	-	-	-	-	-	-
<i>Other State/Local Mutual Benefit</i>	40,518	25,353	32	-	-	-	65,903
Financing Proceeds Applied	150	968	-	-	-	-	1,118
Other Capital and Special Grants (incl., state/local sources)	9,121	18,067	-	-	-	-	27,189
Capital Sources Subtotal	106,729	44,389	42,466	-	-	-	193,583
Federal Grants to Amtrak							
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-	-	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>							
<i>Operating</i>	58,428	624,143	29,134	-	-	-	711,705
<i>Capital</i>	350,809	283,763	8,103	-	-	-	642,676
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	-	2,352	-	-	-	-	2,352
Federal Grants to Amtrak Subtotal	409,237	910,258	37,237	-	-	-	1,356,732
Total Financial Sources	1,386,643	1,502,313	103,803	63,354	184,675	15,939	3,256,727
Financial Uses (Operating):							
Service Line Management	5,032	3,470	58	169	90	0	8,819
Train Operations	379,716	556,415	17,495	60,665	2,111	0	1,016,403
Equipment	191,177	244,134	667	14,490	2,482	6	452,955
Infrastructure	38,303	15,634	10,246	773	141,899	769	207,625
Stations	90,578	74,511	1,893	0	3,352	119	170,454
National Assets and Corporate Services	224,300	277,405	22,876	14,416	18,486	4,059	561,542
Total Operating Uses	929,105	1,171,569	53,235	90,513	168,420	4,955	2,417,797
Operating Surplus/Deficit (Operating Sources - Operating Uses)	(58,428)	(623,903)	(29,134)	(27,159)	16,255	10,984	(711,385)
Financial Uses (Debt Service Payments):							
RRIF debt repayments	-	240	-	-	-	-	240
Other/New financing repayments	-	-	-	-	-	-	-
Total Debt Service Payments	-	240	-	-	-	-	240
Available for Capital Uses (Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)	457,538	330,504	50,569	(27,159)	16,255	10,984	838,690
Financial Uses (Capital):							
Service Line Management	14,041	10,784	-	-	-	-	24,825
Train Operations	42,113	11,508	2,973	-	-	-	56,594
Equipment	97,409	136,150	715	-	-	-	234,274
Infrastructure	117,966	98,236	25,625	-	-	-	241,828
Stations	131,057	50,671	3,663	-	-	-	185,391
National Assets and Corporate Services	37,836	16,967	-	-	-	-	54,803
Capital Expenditures	440,422	324,316	32,976	-	-	-	797,715
Legacy Debt Repayments	5,791	22,221	-	-	-	80	28,092
Total Capital Uses	446,214	346,537	32,976	-	-	80	825,806
Remaining Carryover Balance	11,325	(16,033)	17,592	(27,159)	16,255	10,904	12,884

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	NEC Account Total	National Network Account Total	Total Amtrak
(\$ in Thousands)			
Financial Sources:			
Passenger Related Revenue			
<i>Ticket Revenue (Adjusted)</i>	1,393,138	1,106,773	2,499,911
<i>Charter/Special Trains</i>	2,155	3,402	5,557
<i>Food and Beverage</i>	44,633	101,205	145,838
Contractual Contribution (Operating)			
<i>PRIIA 209 Operating Payments</i>	-	262,671	262,671
<i>PRIIA 212 Operating Payments</i>	153,756	-	153,756
<i>Commuter Operations</i>	73,204	63,402	136,606
<i>Reimbursable Contracts</i>	83,772	147,365	231,138
<i>Access Revenue</i>	72,173	12,127	84,299
Commercial Revenue (incl. Pipe/Wire, Real Estate, Parking)	77,241	15,824	93,065
All Other Revenue (incl. Insurance Revenue, Cobranded Commissions, Adjustments to Bad Debt and Credit Card)	(15,844)	(6,357)	(22,201)
Operating Sources Subtotal	1,884,227	1,706,412	3,590,639
Contractual Contribution (Capital)			
<i>PRIIA 209 Capital Payments</i>	-	56,940	56,940
<i>PRIIA 212 Capital Payments</i>	151,203	42,433	193,637
<i>Sole Benefit - Partners</i>	-	-	-
<i>Other State/Local Mutual Benefit</i>	1,559,324	65,903	1,625,227
Financing Proceeds Applied	50,332	1,118	51,451
Other Capital and Special Grants (incl., state/local sources)	726,638	27,189	753,827
Capital Sources Subtotal	2,487,498	193,583	2,681,081
Federal Grants to Amtrak			
<i>Prior Year Carryover Capital Grant Funds</i>	-	-	-
<i>Current Year FAST Sec 11101 Grants</i>			
<i>Operating</i>	-	711,705	711,705
<i>Capital</i>	531,119	642,676	1,173,795
<i>Other Federal Grants (incl., FRA/OST, FTA, DHS)</i>	8,117	2,352	10,468
Federal Grants to Amtrak Subtotal	539,236	1,356,732	1,895,968
Total Financial Sources	4,910,961	3,256,727	8,167,688
Financial Uses (Operating):			
Service Line Management	344	8,819	9,162
Train Operations	392,142	1,016,403	1,408,544
Equipment	267,520	452,955	720,475
Infrastructure	239,700	207,625	447,325
Stations	63,133	170,454	233,587
National Assets and Corporate Services	382,540	561,542	944,082
Total Operating Uses	1,345,378	2,417,797	3,763,175
Operating Surplus/Deficit <i>(Operating Sources - Operating Uses)</i>	538,849	(711,385)	(172,536)
Financial Uses (Debt Service Payments):			
RRIF debt repayments	86,691	240	86,931
Other/New financing repayments	-	-	-
Total Debt Service Payments	86,691	240	86,931
Available for Capital Uses <i>(Capital Sources + Federal Grants to Amtrak + Operating Surplus/Deficit - Debt Service Payments)</i>	3,478,892	838,690	4,317,582
Financial Uses (Capital):			
Service Line Management	793,960	24,825	818,785
Train Operations	23,076	56,594	79,670
Equipment	129,878	234,274	364,152
Infrastructure	2,121,832	241,828	2,363,660
Stations	278,180	185,391	463,571
National Assets and Corporate Services	48,325	54,803	103,128
Capital Expenditures	3,395,252	797,715	4,192,966
Legacy Debt Repayments	96,524	28,092	124,615
Total Capital Uses	3,491,775	825,806	4,317,582
Remaining Carryover Balance	(12,884)	12,884	0

FY2017 Ridership Projections

(\$s in Millions)	Ridership (000s)	Operating Sources	Operating Uses	Contribution/ (Loss) per Rider
Acela Express	3,404.9	\$ 332.3	\$ 205.0	\$ 127.3
North East Regional	8,648.0	844.1	520.7	323.4
Special Trains	9.9	1.0	0.6	0.4
NEC Intercity	12,062.8	\$ 1,177.4	\$ 726.3	\$ 451.1
Ethan Allen	51.6	\$ 2.6	\$ 2.9	(0.2)
Vermont	93.4	4.7	5.2	(0.4)
Albany-Niagara Falls-Toronto	382.3	19.4	21.1	(1.8)
Downeaster	512.2	25.9	28.3	(2.4)
New Haven-Springfield	277.5	14.1	15.3	(1.3)
Keystone	1,493.1	75.6	82.5	(6.9)
Empire (NYP-ALB)	1,181.9	59.8	65.3	(5.4)
Chicago-St. Louis	597.9	30.3	33.0	(2.7)
Hiawatha	828.1	41.9	45.7	(3.8)
Wolverine	451.3	22.8	24.9	(2.1)
Illinois Saluki	263.2	13.3	14.5	(1.2)
Illinois Zephyr	205.1	10.4	11.3	(0.9)
Heartland Flyer	67.7	3.4	3.7	(0.3)
Pacific Surfliner	3,038.9	153.9	167.8	(14.0)
Cascades	826.9	41.9	45.7	(3.8)
Capitols	1,603.4	81.2	88.6	(7.4)
San Joaquin	1,172.0	59.3	64.7	(5.4)
Adirondack	125.1	6.3	6.9	(0.6)
Blue Water	188.9	9.6	10.4	(0.9)
Washington-Lynchburg-Roanoke	191.0	9.7	10.5	(0.9)
Washington-Newport News	339.1	17.2	18.7	(1.6)
Washington-Norfolk	151.0	7.6	8.3	(0.7)
Washington-Richmond	179.9	9.1	9.9	(0.8)
Hoosier State	30.8	1.6	1.7	(0.1)
Kansas City-St. Louis	174.1	8.8	9.6	(0.8)
Pennsylvanian	225.4	11.4	12.4	(1.0)
Pere Marquette	92.0	4.7	5.1	(0.4)
Carolinian	295.0	14.9	16.3	(1.4)
Piedmont	157.3	8.0	8.7	(0.7)
Special Trains	17.7	0.9	1.0	(0.1)
State Supported	15,213.7	\$ 770.3	\$ 840.2	\$ (69.9)
Silver Star	366.8	\$ 38.5	\$ 83.7	(45.2)
Cardinal	108.2	11.4	24.7	(13.3)
Silver Meteor	338.8	35.6	77.3	(41.7)
Empire Builder	442.7	46.5	101.0	(54.5)
Capitol Ltd.	225.9	23.7	51.6	(27.8)
California Zephyr	408.2	42.9	93.2	(50.3)
Southwest Chief	356.7	37.5	81.4	(44.0)
City of New Orleans	247.2	26.0	56.4	(30.5)
Texas Eagle	315.2	33.1	71.9	(38.8)
Sunset Ltd.	97.2	10.2	22.2	(12.0)
Coast Starlight	444.2	46.7	101.4	(54.7)
Lake Shore Ltd.	399.0	41.9	91.1	(49.2)
Palmetto	401.9	42.2	91.7	(49.5)
Crescent	263.8	27.7	60.2	(32.5)
Auto Train	226.0	23.7	51.6	(27.8)
Long Distance	4,641.8	\$ 487.6	\$ 1,059.5	\$ (571.9)
Total NTS	31,918.4	\$ 2,435.3	\$ 2,625.9	\$ (190.7)

Notes:

(A) Operating Sources include; Passenger Revenue, Operating Contractual Contributions, Commercial Revenue, and all other revenue including adjustments for Bad Debt and Credit Cards

(B) Operating Uses include; operating expense related to Service line management, Train Operations, Equipment, Infrastructure, Stations, National Assets and Corporate Services

(C) FY 2017 Ridership has been updated since the transmittal of the FY 2018 Legislative & Grant Request document

(D) Operating Sources & Operating Uses are allocated to each individual route based on ridership. Contribution/(Loss) allocation methodology differs from the Monthly Performance Report and includes all operating sources & Uses (Core, Contractual Contributions, Access Revenue, etc.)

FY 2018 Ridership Projections

(\$s in Millions)	Ridership (000s)	Operating Sources	Operating Uses	Contribution/ (Loss) per Rider
Acela Express	3,411.5	\$ 343.9	\$ 209.9	\$ 134.0
North East Regional	8,670.2	873.9	533.4	340.5
Special Trains	12.8	1.3	0.8	0.5
NEC Intercity	12,094.6	\$ 1,219.0	\$ 744.0	\$ 475.0
Ethan Allen	52.2	\$ 2.6	\$ 2.8	\$ (0.2)
Vermont	95.7	4.8	5.2	(0.4)
Albany-Niagara Falls-Toronto	383.4	19.3	20.9	(1.6)
Downeaster	536.3	26.9	29.2	(2.2)
New Haven-Springfield	328.0	16.5	17.8	(1.4)
Keystone	1,536.4	77.2	83.6	(6.4)
Empire (NYP-ALB)	1,201.1	60.3	65.3	(5.0)
Chicago-St. Louis	609.4	30.6	33.2	(2.5)
Hiawatha	841.4	42.3	45.8	(3.5)
Wolverine	460.1	23.1	25.0	(1.9)
Illinois Saluki	260.6	13.1	14.2	(1.1)
Illinois Zephyr	206.2	10.4	11.2	(0.9)
Heartland Flyer	68.6	3.4	3.7	(0.3)
Pacific Surfliner	3,080.1	154.7	167.6	(12.9)
Cascades	1,046.0	52.5	56.9	(4.4)
Capitols	1,619.3	81.3	88.1	(6.8)
San Joaquin	1,158.6	58.2	63.0	(4.8)
Adirondack	125.2	6.3	6.8	(0.5)
Blue Water	189.7	9.5	10.3	(0.8)
Washington-Lynchburg-Roanoke	325.9	16.4	17.7	(1.4)
Washington-Newport News	341.9	17.2	18.6	(1.4)
Washington-Norfolk	153.5	7.7	8.4	(0.6)
Washington-Richmond	182.3	9.2	9.9	(0.8)
Hoosier State	24.9	1.2	1.4	(0.1)
Kansas City-St. Louis	176.5	8.9	9.6	(0.7)
Pennsylvanian	226.8	11.4	12.3	(0.9)
Pere Marquette	92.4	4.6	5.0	(0.4)
Carolinian	301.3	15.1	16.4	(1.3)
Piedmont	161.0	8.1	8.8	(0.7)
Special Trains	38.6	1.9	2.1	(0.2)
State Supported	15,823.4	\$ 794.6	\$ 860.8	\$ (66.1)
Silver Star	369.9	\$ 39.3	\$ 85.8	\$ (46.6)
Cardinal	108.3	11.5	25.1	(13.6)
Silver Meteor	339.0	36.0	78.7	(42.7)
Empire Builder	446.6	47.4	103.7	(56.2)
Capitol Ltd.	230.1	24.4	53.4	(29.0)
California Zephyr	401.7	42.7	93.2	(50.5)
Southwest Chief	365.6	38.8	84.8	(46.0)
City of New Orleans	251.6	26.7	58.4	(31.7)
Texas Eagle	338.5	36.0	78.6	(42.6)
Sunset Ltd.	99.3	10.5	23.0	(12.5)
Coast Starlight	438.3	46.6	101.7	(55.2)
Lake Shore Ltd.	398.2	42.3	92.4	(50.1)
Palmetto	410.3	43.6	95.2	(51.6)
Crescent	257.0	27.3	59.6	(32.3)
Auto Train	222.3	23.6	51.6	(28.0)
Long Distance	4,676.9	\$ 496.8	\$ 1,085.4	\$ (588.6)
Total NTS	32,595.0	\$ 2,510.5	\$ 2,690.2	\$ (179.7)

Notes:

(A) Operating Sources include; Passenger Revenue, Operating Contractual Contributions, Commercial Revenue, and all other revenue including adjustments for Bad Debt and Credit Cards

(B) Operating Uses include; operating expense related to Service line management, Train Operations, Equipment, Infrastructure, Stations, National Assets and Corporate Services

(C) FY 2018 Ridership has been updated since the transmittal of the FY 2018 Legislative & Grant Request document

(D) Operating Sources & Operating Uses are allocated to each individual route based on ridership. Contribution/(Loss) allocation methodology differs from the Monthly Performance Report and includes all operating sources & Uses (Core, Contractual Contributions, Access Revenue, etc.)

FY 2019 Ridership Projections

(\$s in Millions)	Ridership (000s)	Operating Sources	Operating Uses	Contribution/ (Loss) per Rider
Acela Express	3,454.6	\$ 356.4	\$ 215.1	\$ 141.3
North East Regional	8,779.5	905.7	546.7	359.0
Special Trains	12.8	1.3	0.8	0.5
NEC Intercity	12,246.9	\$ 1,263.4	\$ 762.7	\$ 500.8
Ethan Allen	52.7	\$ 2.7	\$ 2.9	(0.2)
Vermont	96.5	4.9	5.3	(0.4)
Albany-Niagara Falls-Toronto	386.1	19.7	21.2	(1.5)
Downeaster	542.8	27.7	29.9	(2.1)
New Haven-Springfield	349.5	17.9	19.2	(1.4)
Keystone	1,556.4	79.5	85.7	(6.1)
Empire (NYP-ALB)	1,213.1	62.0	66.8	(4.8)
Chicago-St. Louis	614.9	31.4	33.8	(2.4)
Hiawatha	848.9	43.4	46.7	(3.3)
Wolverine	463.3	23.7	25.5	(1.8)
Illinois Saluki	262.5	13.4	14.4	(1.0)
Illinois Zephyr	207.1	10.6	11.4	(0.8)
Heartland Flyer	69.0	3.5	3.8	(0.3)
Pacific Surfliner	3,138.6	160.4	172.8	(12.4)
Cascades	1,051.2	53.7	57.9	(4.1)
Capitols	1,635.5	83.6	90.0	(6.4)
San Joaquin	1,170.1	59.8	64.4	(4.6)
Adirondack	126.5	6.5	7.0	(0.5)
Blue Water	191.0	9.8	10.5	(0.8)
Washington-Lynchburg-Roanoke	330.8	16.9	18.2	(1.3)
Washington-Newport News	346.6	17.7	19.1	(1.4)
Washington-Norfolk	155.7	8.0	8.6	(0.6)
Washington-Richmond	185.1	9.5	10.2	(0.7)
Hoosier State	25.1	1.3	1.4	(0.1)
Kansas City-St. Louis	178.6	9.1	9.8	(0.7)
Pennsylvanian	229.0	11.7	12.6	(0.9)
Pere Marquette	93.0	4.8	5.1	(0.4)
Carolinian	305.5	15.6	16.8	(1.2)
Piedmont	165.1	8.4	9.1	(0.6)
Special Trains	38.6	2.0	2.1	(0.2)
State Supported	16,028.9	\$ 819.2	\$ 882.3	\$ (63.1)
Silver Star	373.6	\$ 40.5	\$ 87.7	(47.2)
Cardinal	109.4	11.9	25.7	(13.8)
Silver Meteor	342.4	37.1	80.4	(43.3)
Empire Builder	452.0	49.0	106.1	(57.2)
Capitol Ltd.	234.1	25.4	55.0	(29.6)
California Zephyr	407.7	44.2	95.7	(51.6)
Southwest Chief	371.8	40.3	87.3	(47.0)
City of New Orleans	255.4	27.7	60.0	(32.3)
Texas Eagle	345.0	37.4	81.0	(43.6)
Sunset Ltd.	101.1	11.0	23.7	(12.8)
Coast Starlight	448.4	48.6	105.3	(56.7)
Lake Shore Ltd.	400.2	43.4	94.0	(50.6)
Palmetto	414.9	45.0	97.4	(52.5)
Crescent	257.5	27.9	60.5	(32.6)
Auto Train	224.6	24.3	52.7	(28.4)
Long Distance	4,737.9	\$ 513.4	\$ 1,112.5	\$ (599.2)
Total NTS	33,013.8	\$ 2,596.0	\$ 2,757.5	\$ (161.5)

Notes:

(A) Operating Sources include; Passenger Revenue, Operating Contractual Contributions, Commercial Revenue, and all other revenue including adjustments for Bad Debt and Credit Cards

(B) Operating Uses include; operating expense related to Service line management, Train Operations, Equipment, Infrastructure, Stations, National Assets and Corporate Services

(C) Operating Sources & Operating Uses are allocated to each individual route based on ridership. Contribution/(Loss) allocation methodology differs from the Monthly Performance Report and includes all operating sources & Uses (Core, Contractual Contributions, Access Revenue, etc.)

FY 2020 Ridership Projections

(\$s in Millions)	Ridership (000s)	Operating Sources	Operating Uses	Contribution/ (Loss) per Rider
Acela Express	3,500.0	\$ 368.9	\$ 220.5	\$ 148.3
North East Regional	8,907.9	938.8	561.2	377.6
Special Trains	12.8	1.4	0.8	0.5
NEC Intercity	12,420.8	\$ 1,309.0	\$ 782.6	\$ 526.4
Ethan Allen	53.3	\$ 2.8	\$ 3.0	\$ (0.2)
Vermont	97.7	5.1	5.4	(0.4)
Albany-Niagara Falls-Toronto	389.7	20.3	21.7	(1.5)
Downeaster	550.5	28.6	30.7	(2.1)
New Haven-Springfield	353.0	18.3	19.7	(1.3)
Keystone	1,578.9	82.1	88.0	(5.9)
Empire (NYP-ALB)	1,227.6	63.8	68.4	(4.6)
Chicago-St. Louis	621.9	32.3	34.6	(2.3)
Hiawatha	858.3	44.6	47.8	(3.2)
Wolverine	467.7	24.3	26.1	(1.8)
Illinois Saluki	264.9	13.8	14.8	(1.0)
Illinois Zephyr	208.4	10.8	11.6	(0.8)
Heartland Flyer	69.5	3.6	3.9	(0.3)
Pacific Surfliner	3,205.0	166.6	178.6	(12.0)
Cascades	1,058.8	55.0	59.0	(4.0)
Capitols	1,654.0	86.0	92.1	(6.2)
San Joaquin	1,184.5	61.6	66.0	(4.4)
Adirondack	128.0	6.7	7.1	(0.5)
Blue Water	192.8	10.0	10.7	(0.7)
Washington-Lynchburg-Roanoke	336.4	17.5	18.7	(1.3)
Washington-Newport News	352.1	18.3	19.6	(1.3)
Washington-Norfolk	158.1	8.2	8.8	(0.6)
Washington-Richmond	188.0	9.8	10.5	(0.7)
Hoosier State	25.4	1.3	1.4	(0.1)
Kansas City-St. Louis	181.2	9.4	10.1	(0.7)
Pennsylvanian	231.9	12.0	12.9	(0.9)
Pere Marquette	93.9	4.9	5.2	(0.4)
Carolinian	310.5	16.1	17.3	(1.2)
Piedmont	169.7	8.8	9.5	(0.6)
Special Trains	38.6	2.0	2.1	(0.1)
State Supported	16,250.5	\$ 844.5	\$ 905.3	\$ (60.8)
Silver Star	378.2	\$ 41.9	\$ 90.1	\$ (48.3)
Cardinal	110.8	12.3	26.4	(14.1)
Silver Meteor	346.7	38.4	82.6	(44.2)
Empire Builder	455.2	50.4	108.4	(58.1)
Capitol Ltd.	236.8	26.2	56.4	(30.2)
California Zephyr	411.8	45.6	98.1	(52.5)
Southwest Chief	376.2	41.6	89.6	(48.0)
City of New Orleans	258.0	28.5	61.5	(32.9)
Texas Eagle	349.9	38.7	83.4	(44.6)
Sunset Ltd.	102.2	11.3	24.3	(13.0)
Coast Starlight	456.6	50.5	108.8	(58.2)
Lake Shore Ltd.	403.0	44.6	96.0	(51.4)
Palmetto	420.5	46.5	100.2	(53.6)
Crescent	258.5	28.6	61.6	(33.0)
Auto Train	227.5	25.2	54.2	(29.0)
Long Distance	4,791.9	\$ 530.3	\$ 1,141.6	\$ (611.3)
Total NTS	33,463.2	\$ 2,683.8	\$ 2,829.5	\$ (145.7)

Notes:

(A) Operating Sources include; Passenger Revenue, Operating Contractual Contributions, Commercial Revenue, and all other revenue including adjustments for Bad Debt and Credit Cards

(B) Operating Uses include; operating expense related to Service line management, Train Operations, Equipment, Infrastructure, Stations, National Assets and Corporate Services

(C) Operating Sources & Operating Uses are allocated to each individual route based on ridership. Contribution/(Loss) allocation methodology differs from the Monthly Performance Report and includes all operating sources & Uses (Core, Contractual Contributions, Access Revenue, etc.)

FY 2021 Ridership Projections

((\$s in Millions)

	Ridership (000s)	Operating Sources	Operating Uses	Contribution/ (Loss) per Rider
Acela Express	3,508.2	\$ 380.5	\$ 225.4	\$ 155.1
North East Regional	8,978.8	973.8	576.9	396.9
Special Trains	12.8	1.4	0.8	0.6
NEC Intercity	12,499.9	\$ 1,355.7	\$ 803.1	\$ 552.6
Ethan Allen	53.8	\$ 2.9	\$ 3.0	\$ (0.2)
Vermont	98.3	5.2	5.6	(0.3)
Albany-Niagara Falls-Toronto	391.5	20.8	22.2	(1.4)
Downeaster	555.9	29.5	31.5	(2.0)
New Haven-Springfield	355.1	18.8	20.1	(1.3)
Keystone	1,597.1	84.7	90.4	(5.7)
Empire (NYP-ALB)	1,237.5	65.7	70.1	(4.4)
Chicago-St. Louis	626.0	33.2	35.4	(2.2)
Hiawatha	864.3	45.9	48.9	(3.1)
Wolverine	469.8	24.9	26.6	(1.7)
Illinois Saluki	266.1	14.1	15.1	(0.9)
Illinois Zephyr	208.7	11.1	11.8	(0.7)
Heartland Flyer	69.7	3.7	3.9	(0.2)
Pacific Surfliner	3,259.0	172.9	184.5	(11.6)
Cascades	1,061.8	56.3	60.1	(3.8)
Capitols	1,668.4	88.5	94.5	(5.9)
San Joaquin	1,193.7	63.3	67.6	(4.3)
Adirondack	129.0	6.8	7.3	(0.5)
Blue Water	193.7	10.3	11.0	(0.7)
Washington-Lynchburg-Roanoke	340.8	18.1	19.3	(1.2)
Washington-Newport News	356.4	18.9	20.2	(1.3)
Washington-Norfolk	160.1	8.5	9.1	(0.6)
Washington-Richmond	190.7	10.1	10.8	(0.7)
Hoosier State	25.7	1.4	1.5	(0.1)
Kansas City-St. Louis	182.9	9.7	10.4	(0.7)
Pennsylvanian	233.7	12.4	13.2	(0.8)
Pere Marquette	94.3	5.0	5.3	(0.3)
Carolinian	314.2	16.7	17.8	(1.1)
Piedmont	173.4	9.2	9.8	(0.6)
Special Trains	38.6	2.0	2.2	(0.1)
State Supported	16,410.0	\$ 870.7	\$ 929.1	\$ (58.4)
Silver Star	381.1	\$ 43.3	\$ 92.5	\$ (49.3)
Cardinal	111.6	12.7	27.1	(14.4)
Silver Meteor	349.3	39.6	84.8	(45.2)
Empire Builder	456.5	51.8	110.8	(59.0)
Capitol Ltd.	238.8	27.1	58.0	(30.9)
California Zephyr	414.2	47.0	100.6	(53.6)
Southwest Chief	379.3	43.0	92.1	(49.0)
City of New Orleans	259.5	29.4	63.0	(33.5)
Texas Eagle	353.3	40.1	85.8	(45.7)
Sunset Ltd.	103.3	11.7	25.1	(13.4)
Coast Starlight	462.9	52.5	112.4	(59.8)
Lake Shore Ltd.	404.2	45.9	98.1	(52.3)
Palmetto	424.0	48.1	102.9	(54.8)
Crescent	258.6	29.3	62.8	(33.4)
Auto Train	229.1	26.0	55.6	(29.6)
Long Distance	4,825.6	\$ 547.7	\$ 1,171.6	\$ (623.9)
Total NTS	33,735.5	\$ 2,774.0	\$ 2,903.8	\$ (129.8)

Notes:

(A) Operating Sources include; Passenger Revenue, Operating Contractual Contributions, Commercial Revenue, and all other revenue including adjustments for Bad Debt and Credit Cards

(B) Operating Uses include; operating expense related to Service line management, Train Operations, Equipment, Infrastructure, Stations, National Assets and Corporate Services

(C) Operating Sources & Operating Uses are allocated to each individual route based on ridership. Contribution/(Loss) allocation methodology differs from the Monthly Performance Report and includes all operating sources & Uses (Core, Contractual Contributions, Access Revenue, etc.)

AMTRAK FY 2017 F&B INITIATIVES

Amtrak has committed to reducing the annualized loss associated with providing food and beverage services and has undertaken several initiatives to reach break-even status by FY19 (prior to the December 4, 2020 FAST Act deadline) using a combination of cost management and revenue generation initiatives which include:

- On-board service (OBS) and logistics
- Product development and supply chain
- Training, rewards and accountability
- Technology enhancements
- Revenue allocation

Examples of these initiatives are:

- Using the Managed Services Provider (MSP) that provides commissary services to pre-load trains
- improving communications between Amtrak OBS employees and the MSP to monitor inventory requirements
- Increasing coach passenger participation in our dining services on long distance trains by enabling passengers to order at-seat meals

- Implementing new policies and procedures to allow discounting to increase sales and reduce spoilage;
- Expanding the Specialty Cocktail program featuring route-themed drinks and souvenir mugs
- Initiating a project to implement a new point-of-sale system for café services nationwide
- Collectively these actions have driven cost recovery to an all-time high of 75.8% through April 2017.

Amtrak leadership continues to explore options to drive efficiencies related to its food and beverage services. These options include, but are not limited to, ticket revenue increases, surcharges for food availability, proportional fare adjustments for coach or sleeper/first class accommodations, and increases to selling prices. However, Amtrak must carefully consider the cost/benefit of these options to ensure we do not negatively affect our bottom line. Amtrak is also committing to seeking input from labor leadership to determine how to achieve additional efficiencies.

Food & Beverage P&L, FY 2017 - FY 2021

(\$s in Millions)	Budget					% Growth Inc/(Dec) vs Prior Year			
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY17/FY18	FY18/FY19	FY19/FY20	FY20/FY21
Cash Sales	\$ 69.3	\$ 65.7	\$ 66.3	\$ 66.9	\$ 67.4	(5.3%)	0.9%	0.9%	0.9%
First Class Transfer	65.4	71.8	73.9	76.1	78.4	9.7%	3.0%	3.0%	3.0%
State Contribution to Food & Beverage	14.1	14.6	15.2	15.7	16.1	3.9%	4.1%	3.1%	3.1%
Total Revenue	\$ 148.8	\$ 152.0	\$ 155.4	\$ 158.6	\$ 162.0	2.2%	2.2%	2.1%	2.1%
OBS Labor & Support	114.0	119.1	124.4	128.8	133.4	4.4%	4.4%	3.6%	3.6%
Commissary Provisions and Management	81.0	83.4	86.4	88.5	90.6	3.0%	3.6%	2.4%	2.4%
Total Expense	\$ 195.0	\$ 202.5	\$ 210.8	\$ 217.4	\$ 224.1	3.9%	4.1%	3.1%	3.1%
Future Expense reduction, revenue increases, and allocation from ticket revenue	-	27.7	55.4	58.7	62.1	N/A	100.0%	5.9%	5.7%
Adjusted Contribution/(Loss)	\$ (46.2)	\$ (22.8)	\$ -	\$ -	\$ -	50.7%	100.0%	N/A	N/A
Cost Recovery	76%	75%	74%	73%	72%				

Equipment Reliability: Mean Miles Between Service Interruption

	FY 2015	FY 2016	FY 2017 YTD
Cars	299,663	523,269	508,259
Locos	24,862	29,518	27,409
Fleet ¹	250,692	424,392	407,580

¹ Fleet (average of cars and locomotives) excludes equipment not operated during time period.

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NATIONAL RAILROAD PASSENGER CORPORATION
60 Massachusetts Avenue, NE
Washington, D.C. 20002

amtrak.com