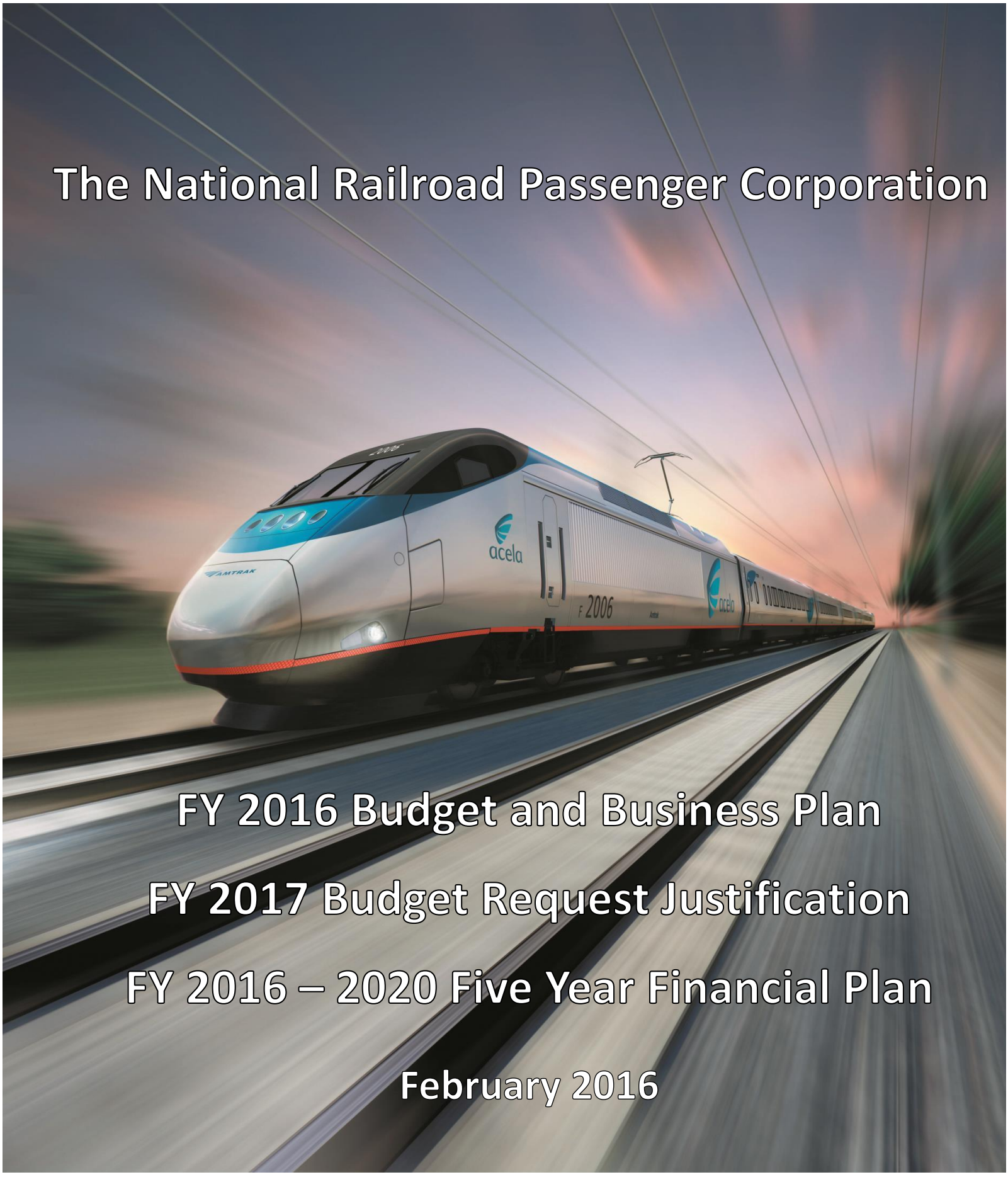
The National Railroad Passenger Corporation



FY 2016 Budget and Business Plan

FY 2017 Budget Request Justification

FY 2016 – 2020 Five Year Financial Plan

February 2016

AMTRAK

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Executive Summary

This Five Year Budget & Business Plan has been prepared pursuant to the Consolidated Appropriations Act of 2016 (Pub. L. 114-113, December 18, 2015) (2016 Appropriations Act).

As Amtrak concludes the first quarter of our 2016 fiscal year and submits this plan for the upcoming five years, we face an environment of challenges and opportunities in the short and long term.

In the short term, oil prices are at their lowest levels in over a decade due to a combination of factors causing global supply to outpace demand. As a result, many travelers are choosing modes other than rail to make their trips. While we are benefiting from lower diesel fuel prices, we are also seeing reductions in ridership and passenger revenue.

In the longer run, we believe Amtrak's value proposition remains strong. In many of the markets we serve, lower prices at the gas pump do not outweigh the congestion found on highways and at airports. Even as we emerge from the recent recession, Americans continue to look for alternatives to car ownership to provide the mobility they seek. We believe that Amtrak is well positioned to provide an important component of that mobility.

Despite these favorable trends, Amtrak – along with all other modes of transportation in the U.S. – faces serious challenges. Our infrastructure continues to age faster than our current level of replacement funding. To help address this issue, Congress recently passed the Fixing America's Surface Transportation or FAST Act. For the first time, intercity rail has been included in this multimodal transportation bill, and as a result now has a newly established place in national transportation policy discussions.

We realize that inclusion in the FAST Act does not give Amtrak a guarantee of additional funding – that is something we will have to continue to earn by delivering results to our stakeholders in the traveling public, our State and Agency partners, our business partners, and the Federal government. We will do this by continuing our focus on the following areas:

Implementing the FAST Act. The FAST Act contains multiple requirements for Amtrak, including the separation of Federal funding for the Northeast Corridor and the National Network. This change is in line with recommendations Amtrak has made in the past, but it will involve a detailed review of Amtrak's systems and processes. We welcome this clarification from Congress on how we should request and use funds, and we will devote the necessary resources to accomplish this transition.

Building our Business Lines, for the NEC and the National Network. Amtrak continues to build out the business line structure articulated in our FY14-18 Strategic Plan. Of our three operating business lines, Northeast Corridor Operations is driving the strategy of the Northeast Corridor, and State Supported and Long Distance carry out the long term and day-to-day activities on our National Network. Our newly rechartered Investment and Infrastructure Development (IID) business line works to maximize the value of Amtrak's assets on both the NEC and the National Network.

Continuing to Develop our Strategy Management System. Amtrak began using a new strategy management system four years ago based on the Balanced Scorecard system used by companies across the globe. We have taken our Strategic Plan, translated it into specific objectives, identified ways to measure our performance against those objectives, and created an integrated portfolio of initiatives designed to close the gaps. After having established it at the corporate level, we have translated it across multiple business lines and departments, as shown in the strategy maps within this plan. We continue to link personal goals and align our variable compensation plans to the Strategic Plan. The result has been better focus, alignment and accountability on achieving our strategic goals.

The framework of the FAST Act is a significant step towards a realistic acknowledgement of the funding requirements of the entire Amtrak network. However, the FAST Act itself can only take us so far. Amtrak – along with the rest of our nation's transportation assets – still requires a level of multi-year investment above today's in order to meet our nation's transportation demands. Within the current constrained level of annual appropriations, we believe this Five Year Plan represents the best way to optimize our nation's passenger rail network.

Amtrak's five year funding request is as follows:

Exhibit [1–1] – Amtrak Five Year Funding Summary

	Total Amtrak Funding					
($s in Millions)	**FY 2016**	**FY 2017**	**FY 2018**	**FY 2019**	**FY 2020**	**5 Year Total**
Operating	$ 288.5	$ 291.0	$ 293.5	$ 296.0	$ 299.0	$ 1,468.0
Federal Capital	932.8	1,328.0	1,486.6	1,545.7	1,502.3	6,795.4
Debt Service	160.2	199.0	120.5	123.2	117.2	720.0
State Supported Commission	-	2.0	2.0	2.0	2.0	8.0
NEC Commission	3.0	5.0	5.0	5.0	5.0	23.0
FRA Management Oversight	5.5	9.1	9.5	9.8	9.6	43.4
Total Federal Grant	**$ 1,390.0**	**$ 1,834.0**	**$ 1,917.1**	**$ 1,981.7**	**$ 1,935.1**	**$ 9,057.8**
State Contributions to Equipment Capital (PRIIA 209)	67.0	65.2	46.8	47.5	46.0	272.5
Commuter payments (PRIIA 212)	134.2	143.2	172.3	181.4	191.1	822.0
NEC Commuter Match (excl Gateway)	-	134.4	148.4	202.8	217.4	703.1
Total State & Commuter Funding	**201.1**	**342.8**	**367.5**	**431.7**	**454.5**	**1,797.6**
Other Capital Funds	336.2	888.6	1,543.8	1,695.3	1,828.1	6,292.0
Total Amtrak Funding	**$ 1,927.3**	**$ 3,065.5**	**$ 3,828.3**	**$ 4,108.7**	**$ 4,217.6**	**$ 17,147.4**

The following table provides an overview of the FY 2017 grant request by business line:

Exhibit [1–2] – FY 2017 Grant Request by Business Line

($'s in Millions)	FY 2017 Operating Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Operating Estimates					
Operating Revenue	$ 1,760.2	$ 910.0	$ 621.5	$ 115.3	$ 3,407.0
Operating Expense	1,432.7	1,005.2	1,176.2	32.3	3,646.4
[1] NEC Revenue reserved for RRIF and FAST Act match	117.5	-	-	-	117.5
Net Operating Profit/(Loss)	210.0	(95.3)	(554.6)	83.0	(356.9)
Operating Profits used for Capital Investment	(210.0)	-	-	(83.0)	(293.0)
Total Operating Loss	**$ -**	**$ (95.3)**	**$ (554.6)**	**$ -**	**$ (649.9)**
				Operating Grant Request	**$ 649.9**

	FY 2017 Capital Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Capital Needs					
NEC Shared Infrastructure (PRIIA 212)	$ 779.7	$ 46.3	$ 27.4	$ -	$ 853.4
Other Infrastructure	37.6	43.4	56.6	84.6	222.2
Train Services and Support	284.1	105.8	193.2	12.2	595.3
Subtotal Capital Needs	**$ 1,101.3**	**$ 195.4**	**$ 277.3**	**$ 96.8**	**$ 1,670.8**
Capital Funds					
Net Operating Profits	$ (210.0)	$ -	$ -	$ (83.0)	$ (293.0)
NEC Profits reserved for FAST Act match	(65.9)	-	-	-	(65.9)
Commuter payments (PRIIA 212)	(143.2)	-	-	-	(143.2)
[2] FAST Act award	(263.7)	-	-	-	(263.7)
NEC Commuter Match (excl Gateway)	(134.4)	-	-	-	(134.4)
State Contributions to Equipment Capital (PRIIA 209)	-	(65.2)	-	-	(65.2)
Net Capital Needs	**$ 284.1**	**$ 130.2**	**$ 277.3**	**$ 13.8**	**$ 705.4**
				Debt Service	199.0
				State Supported Commission	2.0
				NEC Commission	5.0
				FRA Management Oversight	9.1
				General Capital Request	**$ 920.4**
				Federal Discretionary Grant Programs (Authorized by FAST Act)	**$ 263.7**
				Total Federal Grant Request	**$ 1,834.0**
Gateway Funding Request					
Total Gateway Expense	**$ 719.3**	**$ 15.2**	**$ 22.5**	**$ -**	**$ 757.0**
Commuter/FTA share	(575.4)	(12.2)	(18.0)	-	(605.6)
FAST Act Grant Award/FRA	(115.1)	(2.4)	(3.6)	-	(121.1)
Gateway (Amtrak share)	(28.8)	(0.6)	(0.9)	-	(30.3)

[1] NEC Operating Revenue includes RRIF loan repayment and Amtrak FAST Act match

[2] FAST Act revenues are pursuant to a separate Federal request, not the General Capital grant

FY17 Budget Justification

FIXING AMERICA'S SURFACE TRANSPORTATION

The Fixing America's Surface Transportation (FAST) Act is five-year legislation to improve the Nation's transportation infrastructure, including the passenger rail network. President Obama's signature of the FAST Act into law represents a long-term, comprehensive surface transportation policy proposal that authorizes Federal highway, transit and rail programs from federal fiscal years 2016 through 2020. More specifically, the FAST Act authorizes approximately $8 billion of General Funds over the five year period for Amtrak. While Amtrak does not have a dedicated multi-year source of capital funding, the FAST Act supports improvement in rail infrastructure, enhances rail safety and accelerates rail project delivery.

One aspect of Amtrak that will be affected by passage of the FAST Act is the framework for Amtrak's annual grant request of the Federal government. Historically, Amtrak has requested specific operating and capital funding for the entire Amtrak network. The FAST Act divides Amtrak's business lines into two Accounts[1], the Northeast Corridor and the National Network, which will allow Amtrak to reinvest Northeast Corridor operating revenues into the corridor's capital investment needs. This measure is designed to improve transparency and provide more visibility into the funding requirements of Amtrak's business lines that focus on the needs of different customer groups, while maintaining the economies of scale of a unified system.

NORTHEAST CORRIDOR AND NATIONAL NETWORK ACCOUNTS METHODOLOGY

The requirements of the FAST Act have triggered a review within Amtrak, which will have major impacts on our accounting and reporting processes. Due to the recent enactment of the Act, Amtrak is requesting our funding in the new two Account structure. Amtrak's FY17 Budget justification is a very preliminary breakout of our costs for the Northeast Corridor and National Network Accounts as mandated by the FAST Act.

Amtrak, in conjunction with the Federal Railroad Administration (FRA), is submitting a budget justification that is consistent with the new FAST Act structure. This budget does not, however, exist to support a definitive request on the Accounts envisioned by the Act, but rather to serve as a preliminary supplementary estimate which is included in the table below. As we continue to develop and refine the allocation methodology, Amtrak will submit a final, updated, version of the grant request to the FRA and Congressional Committees in the future, which will provide a definitive statement of Amtrak's FY 2017 financial needs.

[1]In this context, "accounts" refers to accounts for Federal funding purposes, not for Amtrak's internal accounting processes.

In response to the FY 2016 Appropriations Act, below is the justification of the FY 2017 Budget in line with the FAST Act.

Exhibit [1–3] –FY 2017 FAST Act Budget

($s in Millions)		Amtrak Request FY 2017
Total National Network		1,205.0
Total Northeast Corridor		612.9
Total Capital & Debt	**$**	**1,817.9**
State Supported Commission		2.0
NEC Commission		5.0
FRA Management Oversight		9.1
Total Non-Amtrak Commitments	**$**	**16.1**
Total Federal Grant Request	**$**	**1,834.0**
Source of Funding:		
FAST Act Authorization		1,500.0
Other Federal Funding		334.0
Total Federal Request	**$**	**1,834.0**

Note: Total Federal Request includes Operating, General Capital and Federal Discretionary Grant Programs (Authorized by FAST Act)

Northeast Corridor

The FAST Act defines the Northeast Corridor Account as including the Northeast Corridor main line between Boston, Massachusetts, and the District of Columbia, and facilities and services used to operate and maintain that line. With this in mind, Amtrak's financial representation of the Northeast Corridor Account is defined to include assets that are only on the main line of the Northeast Corridor; any asset that is not directly part of the NEC main line was excluded.

For the preliminary estimate above, the NEC is comprised of Amtrak train routes (*Acela Express*, *Northeast Regional* and NEC special trains), commuter trains operated by Amtrak, reimbursable work associated with the NEC and Freight and Commuter Infrastructure access on the NEC. Also included are NEC Commercial Real Estate revenue and expenses on the main line of the NEC.

National Network

The FAST Act defines the National Network Account as activities associated with State Supported routes and Long Distance routes. With this in mind, Amtrak's financial representation of the National Network Account is defined to include all facilities and services outside of the Northeast Corridor definition per the FAST Act, such as State Supported and Long Distance trains. In addition, this includes commuter services that operate under the State Supported and Long Distance general managers, such as the Metrolink service.

AMTRAK SHARED SERVICES

Amtrak's passenger services on the NEC and the National Network make use of extensive shared resources, such as crews, equipment, computer and reservation systems, and more. While the FAST Act reorganizes the way Amtrak receives funding into two Accounts, with the NEC's operating profits invested into its infrastructure and equipment, Amtrak and its various stakeholders must continue to invest in the National Network to preserve the economies of scale that make the larger system work for the entire nation. Amtrak's shared services are those that cannot be simply associated on a one-to-one basis, and more efficiently and economically administered, such as a service facility, a train station, and corporate management functions.

The methodology for determining costs of Amtrak Accounts is through a combination of direct and shared costs. The current shared cost methodology for NEC and National Network implies no recommendation regarding the practical application of reorganizing the way Amtrak operates into two Accounts going forward. The shared costs are presented solely for the sake of objectively and comprehensively responding to this report's Congressional mandate. As Amtrak continues to translate these methodologies, in conjunction with the FRA, into the elements of its NEC and National Network Accounts, additional differences pertaining to shared costs may arise between this report's financial presentation of shared costs and future of how shared costs will be handled.

Corporate Strategy

BACKGROUND

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

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

The past decade has been a transformative one for Amtrak, from the brink of bankruptcy in 2002 to revenues for its Fiscal Year 2015 totaling approximately $3.2 billion. As a result of its strong operating performance, the company covered 91 percent of its operating costs with ticket sales and other revenues. Additionally, long-term debt has been reduced by approximately 59 percent over the past seven years to $1.3 billion. Amtrak's unaudited Federally funded operating loss was approximately $306.5 million, excluding $29.6 million of NEC Revenue to pay RRIF Loan.[2] Amtrak's value proposition continues to improve each year, as ridership and revenue remain strong. It is now time to leverage the company's successes by making much-needed investments in our nation's passenger rail system.

Throughout FY15, Amtrak continued to invest in the equipment, infrastructure and organization needed to ensure its strong growth continues. Over the past few years, the company has seen the expansion of State Supported Services, the introduction of Wi-Fi and eTicketing technologies, the procurement of new equipment for Northeast Corridor and Long Distance Services, and major planning efforts for the development of next-generation high-speed rail. These actions form the foundation that will support more and faster service, improve the reliability and safety of current and future operations, and meet the expectations of a growing number of customers choosing Amtrak for their travel needs.

Despite these achievements in FY15, Amtrak also experienced two significant derailments, one on Train 188 on the Northeast Corridor and one on the *Vermonter*. In both of these cases, the National Transportation Safety Board (NTSB) is continuing its investigations. In the interim, Amtrak has made specific changes in our operations to increase the safety of the system. When we have the NTSB findings, we will work diligently to take any further corrective actions.

[2] FY15 results are preliminary and unaudited.

As we work to further analyze the root causes of these accidents, other challenges also lay ahead. The equipment fleet is aging and is used more intensively than all other passenger rail equipment in North America. The condition of the Northeast Corridor continues to deteriorate as investment lags. In order to meet future passenger demands, increased levels of Federal capital investment are needed to improve, expand and replace the aging infrastructure and equipment that supports intercity passenger rail. Predictable dedicated funding from the Federal government to build new tracks, tunnels, bridges and other rail infrastructure, particularly on the Northeast Corridor and in Chicago, will keep Amtrak advancing and its customer base growing. Otherwise, the alternative is increased infrastructure- and equipment-related service disruptions and delays that will drive away passengers, increase costs, and harm local and regional economies.

While the Northeast Corridor once required a Federal operating grant, service improvements, pricing enhancements, increased demand, and cost controls have resulted in revenues that now exceed operating costs by $479 million.[3] The NEC experienced its highest ridership ever in FY15, driven by significant demographic trends as travelers increasingly turn to passenger rail as a way to move between cities quickly and safely, and to avoid congestion on other modes of transportation.

Historically, the NEC operating surplus has offset the majority of the operating funding needs of the State Supported and Long Distance trains. With the recent passage of the Fixing America's Surface Transportation Act, or "FAST Act," however, Amtrak's future Federal funding will be more clearly divided between the NEC and the rest of Amtrak's National Network, comprised of the State Supported and Long Distance business lines. These other two business lines play critical roles in meeting regional transportation needs, connecting metropolitan areas and America's small cities and rural towns, and providing economic development opportunities. Amtrak has successfully sustained and grown these services for over four decades, thanks to increases in ridership and ticket revenue and State partnerships on State Supported routes. Congress stated in Section 228 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) that the operation of a national system was "a vital and necessary part of our national transportation system and economy," and that is a sentiment with which Amtrak strongly agrees.

All of Amtrak's services, both on the NEC and the National Network, make use of extensive shared resources, such as crews, equipment, computer and reservation systems, and more. While the time has come to begin investing the NEC's operating profits into its infrastructure and equipment, Amtrak and its various stakeholders must continue to invest in the National Network to preserve the economies of scale that make the larger system work for the entire nation. Reserving the NEC operating surplus for NEC investment is not a solution absent additional federal funding, but it does facilitate increased focus on essential State of Good Repair work and pursuing funding partnerships, which helps address some of Amtrak's larger capital challenges. With revenues reserved for the NEC, the company can pursue a broader array of funding options including debt, matched grants of assistance, public-private partnerships, and State/Commuter Rail partnerships.

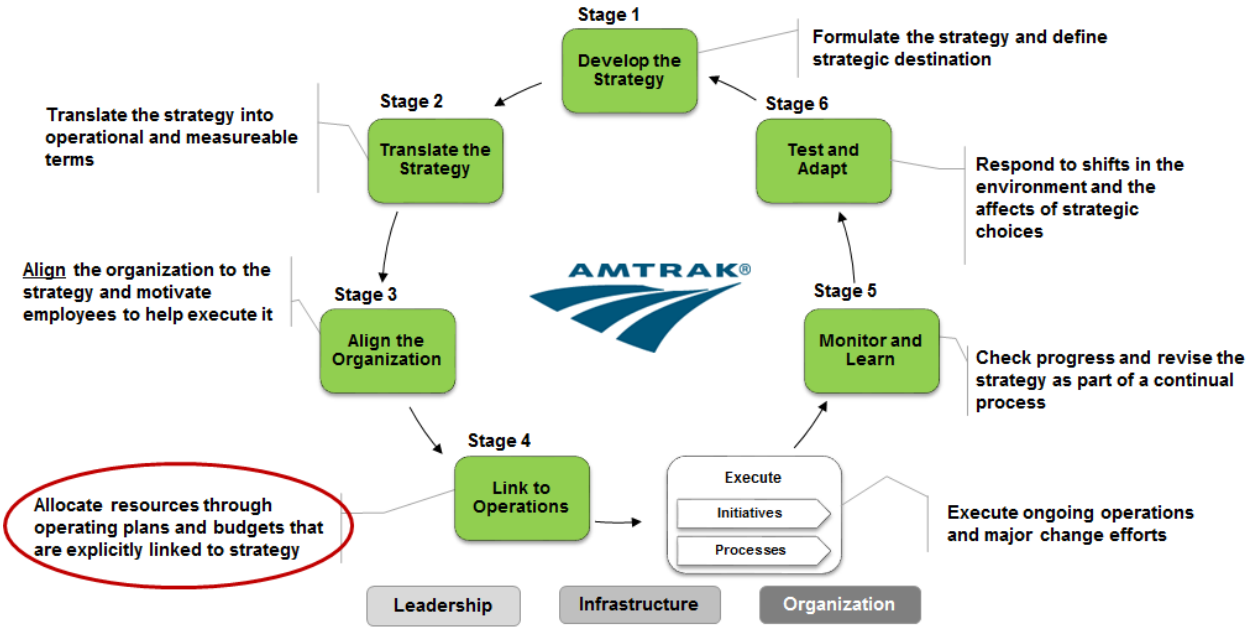
[3] NEC excluding Infrastructure, Reimbursable and Commuter allocations. FY15 results are preliminary and unaudited.

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

Amtrak's capital investment deficit is most profound in the NEC, where many of the major infrastructure assets are at the end of their useful lives and in need of immediate replacement, from the Baltimore and Potomac Tunnel to the Connecticut River Bridge. The most urgent challenge is the Hudson River tunnel linking New Jersey and New York, where limited capacity, heavy congestion and overburdened and aging infrastructure all converge. The company has been proactive and done significant planning to advance the Gateway Program, a plan for doubling capacity under the Hudson River. But Federal leadership and investment is necessary now to avert the continuing deterioration of the NEC. Projects such as Gateway are critical to the American people and economy, and should be regarded as national projects that can only be addressed effectively through a combined commitment of the Federal Government, States, and Amtrak.

AMTRAK'S STRATEGIC PLANNING PROCESS

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



Using this framework over the last few years we have:

- Updated our original FY11-FY15 Strategic Plan with the more tightly focused FY14-FY18 Strategic Plan;
- Translated the plan into a Strategy Map and Balanced Scorecard (BSC) to communicate it throughout the organization and measure our progress;
- Linked personal goals and developed variable compensation aligned to goals of the Strategic Plan;
- Used the BSC performance to set agenda for executive team meetings – focusing management attention on gaps against Strategic Plan;
- Developed an integrated portfolio of corporate strategic initiatives aligned to strategic objectives; and
- Cascaded the plan to all the business lines and many of our critical functional areas, and described further in this plan.

We were pleased to see the Government Accountability Office (GAO) acknowledge the progress we have made in strategy management in its January 2016 report, though we realize we have further to travel on this journey.[4]

[4] *Better Reporting, Planning, and Improved Financial Information Could Enhance Decision Making,* http://www.gao.gov/assets/680/674520.pdf

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

Moving America where it wants to go.

Our Mission is:

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

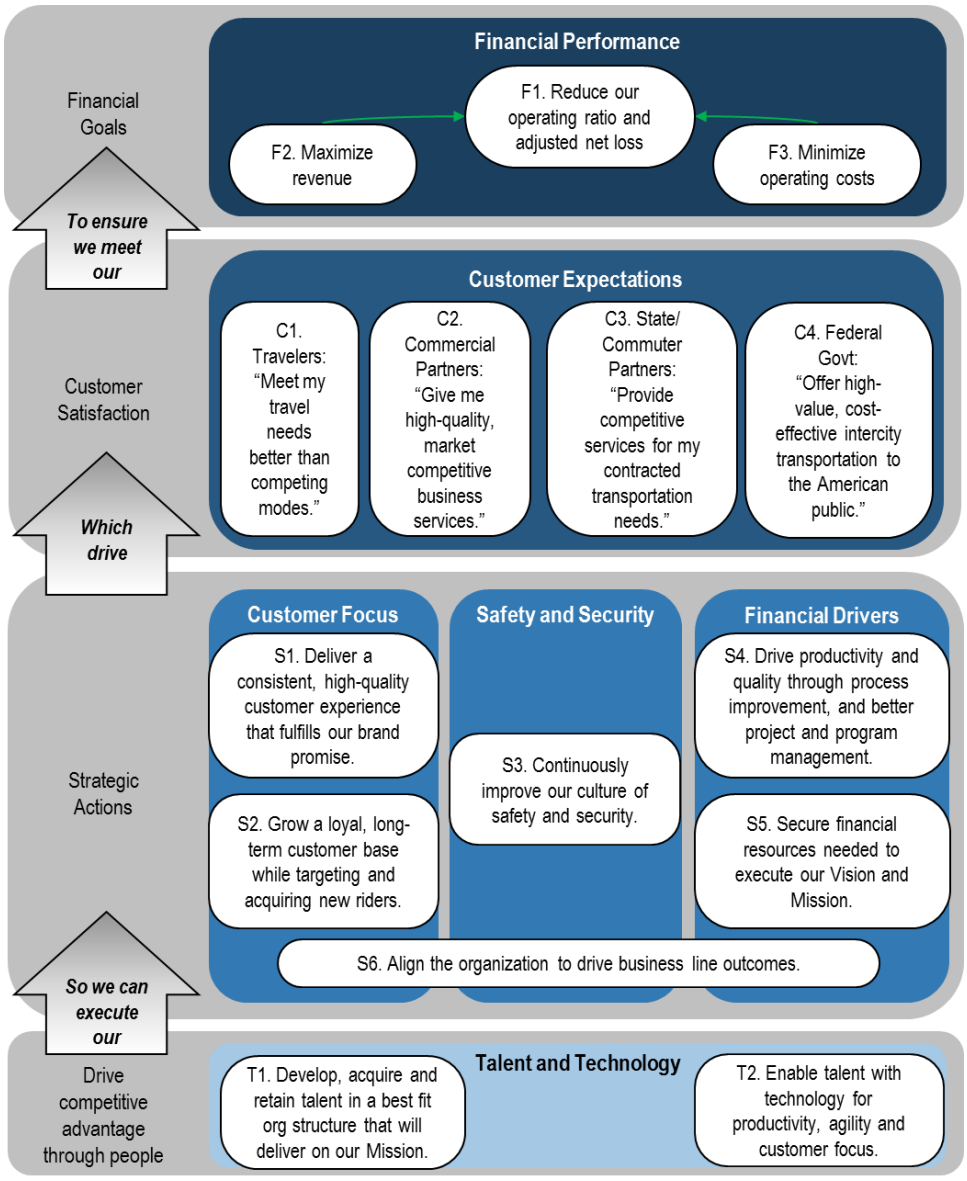
This Five Year plan is designed to make progress toward our strategic goals that focus on three key themes of Safety and Security, Customer Focus, and Financial Excellence.

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

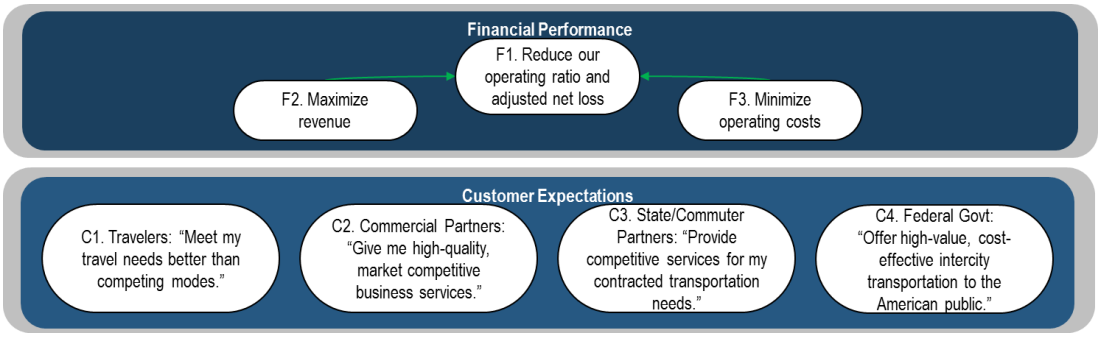
1. Talent and Technology – The foundation of Amtrak's entire strategic plan is having an engaged workforce that works within a strategically designed organizational structure and is equipped with the skills and tools needed to carry out our Mission.
2. Process Improvements in Customer Service, Safety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

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

Amtrak Corporate Strategy Map



CUSTOMER AND FINANCIAL OUTCOMES



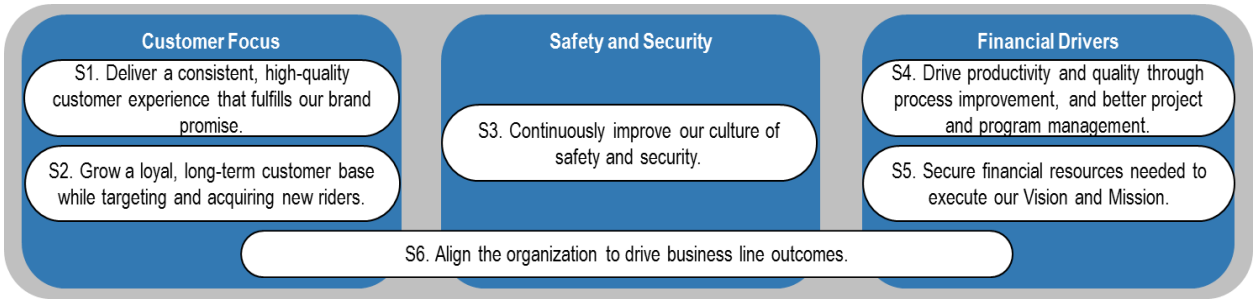
At the top of our Corporate Strategy Map are our Customer Expectations and Financial Performance.

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

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

OUR THREE STRATEGIC THEMES

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



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

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

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

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

Passenger Experience

Amtrak Customer Experience (ACE) Program – In the beginning of FY15, Amtrak finalized the development of and began piloting the Amtrak Customer Experience, or ACE, program of customer service education for all Amtrak employees. We believe that the majority of our employees today deliver great service to our customers – both internal and external – but we also know that it is not

always delivered consistently. The ACE program helps employees to understand who our internal and external customers are – including support departments, state partners, passengers and other stakeholders. The program defines the concepts that will consistently deliver a superior customer experience and communicates it across the organization as part of comprehensive, interactive education and reinforcing support program. ACE embraces the multiple perspectives inherent in our current society and strengthens employee knowledge, skills, and abilities to effectively engage one another to serve our customers as One Amtrak Team. The ACE curriculum engages employees on the following concepts to deliver a superior customer experience:

- Amtrak Values – the beliefs we hold and the culture we create to serve our customers;
- Customer Knowledge – how to better understand all of our customers, and use that knowledge to provide a superior experience;
- One Amtrak Team – how we can work more effectively across all departments to ensure that we provide a seamless and superior experience for one another and our customers; and
- Ownership – ensuring that our employees understand that they are accountable and responsible for the experiences our customers have with us.

Due to the widely distributed employee base, the ACE program will reach all employees over the next four years. We will be measuring the success of the program through customer feedback on specific elements of our eCSI scores and employee feedback on the type of environment that Amtrak is creating to support the success of our teams.

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

This technology program will deliver functionality that will allow Amtrak to provide its customers with an intuitive, personalized experience when shopping, planning and booking their travel. It will also deliver the infrastructure to allow Amtrak to generate ancillary revenue and move forward with customer and revenue initiatives in an efficient and timely manner. Amtrak will thus realize customer service and revenue benefits through incremental revenue and cost savings. The program is a 20-24 month project which is on track to begin deployment in January 2017. This deployment will include a new version of Amtrak.com as well as new reservations and ticketing applications for the Contact Center and Station Agents.

The second phase of the project, scheduled for FY17-FY19, will deliver functionality such as seat assignment, enhanced handling of service disruptions, and modern, expanded payment processing options. Through this combination of initiatives, this program will provide benefits to our

passengers, and will also deliver the enhancements and customization that Amtrak's customers, business lines and State partners seek.

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

- Wi-Fi for the Auto Train and Long Distance single level fleet;
- Broadband Wi-Fi for the Northeast Corridor; and
- On-Board Information System (OBIS); and
- Passenger Information Display Systems (PIDS).

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

On the NEC, demand for Wi-Fi service remains very strong, leading to over-subscription of bandwidth in an already capacity-constrained environment. To address this need, Amtrak has begun a program to test the feasibility of a dedicated trackside network to deliver true broadband Wi-Fi. Such a network could deliver sufficient bandwidth to allow customers to stream videos, download and stream music, and perform other activities that are not possible with existing technology. Amtrak completed a successful proof-of-concept trial in FY15 designed to test the viability of building a dedicated trackside broadband network along the NEC; Performance of the 10-mile section, located in Delaware, exceeded expectations.

This year, Amtrak is continuing the build-out of an adjacent additional 20-mile segment and completing the design process for the Washington, DC - New York segment, on which construction would begin in FY17, if approved.

The On-Board Information System (OBIS) and Passenger Information Display System (PIDS) programs provide ADA-compliant dual-mode (audio/visual) communications to customers at a select but growing number of Amtrak stations and eventually on our trains. Amtrak has partnered with the California Department of Transportation (Caltrans) and the Capital Corridor Joint Powers Authority (CCJPA) to develop and deploy a new national OBIS solution on their *San Joaquins*, *Capitol Corridor* and *Pacific Surfliner* fleets. Both programs aim to improve the passenger experience and enhance the efficiency of Amtrak staff by automating the dissemination of this information and delivering high-quality, reliable information in stations, on the platforms and on-board our trains. Amtrak will continue to expand these systems over the coming years.

Fleet Strategy

The core of a passenger's experience with Amtrak is the time spent on board, and the condition of our fleet is a significant driver of that experience. The following discussion responds to the direction in the 2016 Appropriations Act that Amtrak's Budget, Business Plan and Five-Year Financial Plan include information on Amtrak's fleet consistent with Amtrak's comprehensive fleet plan.

Amtrak has prepared comprehensive fleet plans for all Amtrak rolling stock. The most recent formal such plan, *Amtrak Fleet Strategy: Building a Sustainable Fleet for the Future of America's Intercity and High Speed Railroad Version 3.1*, was published on March 29, 2012 (March 2012 Fleet Strategy) and is available at www.amtrak.com. There have been no significant changes to the inventory of Amtrak's rolling stock or plans and time frames for rolling stock maintenance, refurbishment or replacement since the publication of that document, other than the specific ongoing acquisition projects noted below.

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

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

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

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

ACS-64 Electric Locomotives – Amtrak entered into a contract with the Mobility Division of Siemens Corporation in September 2010 for delivery of 70 electric locomotives, designated as ACS-64, for use on the NEC. These locomotives are replacing the AEM-7 and HHP-8 locomotives used on *Northeast Regional*, *Keystone* and various State Supported and Long Distance trains that operate over the electrified sections of the NEC. The first locomotive entered revenue service on February 7, 2014 and, as of this writing, 62 new locomotives have been delivered. These locomotives have replaced all 15 HHP-8 locomotives and nearly all AEM-7 type locomotives. The project continues to progress, and it is anticipated that the final unit will be delivered by the end of April 2016. The total cost, including program management, major capital spare parts and facility improvements, is being financed by a loan in the amount of $562.9 million made by FRA under its Railroad Rehabilitation and Improvement Financing (RRIF) Program. Amtrak's debt service payments related to this loan will come from net operating revenues from Amtrak's Northeast Corridor operations.

Long Distance Single Level Cars – Amtrak entered into a contract with CAF USA for delivery of 130 long-distance single level cars, designated as Viewliner II, for use on Long Distance trains and a limited number of State-Supported trains. They will be used primarily over routes where clearances prevent the operation of bi-level Superliner equipment. The order has been amended to better meet the needs of the business and now consists of 70 baggage cars, 10 crew dorm cars, 25 diners and 25 sleeping cars. The first baggage car of the order was received in May 2014 for testing. Deliveries of additional cars began in the first quarter of FY15, and the final unit is anticipated to be accepted by the end of March 2017. The total project cost will be $342.8 million. Acquisition of these cars and related spare parts is being funded by annual Federal capital appropriations and operating revenues that exceeded projections.

Next Generation High-Speed Trainsets for the Northeast Corridor – The introduction of Amtrak's first generation high-speed trainsets and the start of *Acela Express* service in late calendar year 2000 represented a watershed event for Amtrak's service on the NEC. In FY 2000, the last year before *Acela Express* began operation, Amtrak's NEC operations generated a net operating loss. In FY15, the NEC operations generated an operating surplus of nearly $479 million, down from approximately $500 million in FY14.[5] The large majority of this operating surplus, and hence the success of the NEC, is attributable to *Acela Express*.

Acela Express service is provided by 20 trainsets, each with approximately 300 seats that are based upon early to mid-1990s technology. These trainsets, which are of a design unique to Amtrak, are becoming progressively more difficult and expensive to maintain due to their aging technology. More important, however, are their capacity constraints and inability to meet growing demand. A majority of the departures between Washington and New York City on most days of the week see

[5] NEC excluding Infrastructure, Reimbursable and Commuter allocations. FY15 results are preliminary and unaudited.

load factors in excess of 90%. Trains that are completely sold out are becoming an increasingly common occurrence. This reflects potential income Amtrak cannot realize because of the limited capacity.

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

This project will be the first application of a new "tier" of passenger equipment safety standards by FRA and the first large Amtrak equipment procurement using performance standards rather than a set of design specifications. Together, they will permit Amtrak to acquire equipment that will be the next generation of high-speed trainsets proven in service overseas. Amtrak published the request for proposals on July 1, 2014. Proposals were received on October 1, 2014 and evaluated, and Amtrak is presently in negotiations with an intended awardee. Amtrak anticipates the delivery of the first prototype trainset 36 months following the notice to proceed (NTP); the first revenue in-service trainset is anticipated 48 months after the NTP and the final revenue service trainset 60 months after the NTP.

A critical element of the project involves financing. In part because of the anticipated strong financial performance of the *Acela Express* service using the new equipment, in FY14 Congress directed that Amtrak seek to finance this equipment using the USDOT's RRIF Loan Program, whose advantageous terms will maximize the ability of Amtrak to use *Acela Express* passenger revenues to meet NEC investment needs. The RRIF application for these new trainsets and other investments necessary to position the Acela service for the future was filed with the FRA in July 2014. Amtrak's business case supporting the release of the request for proposals shows that incremental growth in NEC revenues resulting from the high-speed trainsets will fund Amtrak's debt service obligations associated with the financing. Amtrak anticipates a decision by USDOT on the RRIF application in the second quarter of FY16. A favorable decision on the RRIF application and successful conclusion with the intended awardee on the purchase of the equipment should permit a final decision by the Amtrak Board of Directors to proceed with this project and a NTP to builder late in the second quarter of FY16.

Status of Amtrak's Current Fleet – With no new deliveries during FY15, other than Viewliner baggage cars, Amtrak's passenger car fleet, already older than at any previous point in Amtrak's history, aged with another year of heavy use. We are rapidly approaching the time when equipment condition will limit Amtrak's ability to maintain service at current levels.

Exhibit [2-1] lists the current fleet age and average mileage of equipment used by Amtrak (including equipment owned by States).

Exhibit [2–1] – Average Age and Mileage of Rolling Stock

Passenger Cars

Equipment Type	Active Units 10/1/2015	Year Started in Service	Average Age in 2016	Average Mileage	Notes
Amfleet I	456	1975 - 1977	40 Years	4,703,000	(a)
Cab Cars / NPCU	23	1967 - 1988	39 Years	4,206,000	(b)
Horizon	92	1989 - 1990	27 Years	3,366,000	
Surfliner	49	2000 - 2002	16 Years	2,154,000	(c)
California Cars	92	1994 - 2002	21 Years	2,389,000	
North Carolina Cars	18	1953 - 1965	55 Years	647,000	(d)
Amfleet II	144	1981 - 1983	34 Years	6,341,000	
Heritage	62	1948 - 1961	62 Years	5,752,000	(e)
Viewliner	51	1995 - 1996	20 Years	3,815,000	
Viewliner II	58	2014 - 2015	1 Year	79,200	(f)
Superliner (I & II)	425	1979 - 1996	30 Years	5,662,000	(g)
Auto Carrier	80	2005	11 Years	1,929,000	
Other	7	Unknown	Unknown	N/A	(h)
Total	**1,557**				

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

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

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

(d) Mileage since last major overhaul, approximately 1995. Mileages were re-set at overhaul.

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

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

(g) Average Superliner I mileage = 6,738,000 and Superliner II average mileage = 4,222,000 (Superliner I fleet was introduced during 1979 - 1981 while Superliner II cars came into service 1993 - 1996)

(h) Incudes two maintenance of way work cars and one conference car

Locomotives

Equipment Type	Active Units 10/1/2015	Year Started in Service	Average Age in 2016	Average Mileage	Notes
P32	18	1991	25 Years	2,113,000	
P32DM	18	1995 - 1998	20 Years	2,025,000	
P40	14	1993	23 Years	2,707,000	
P42	193	1996 - 2001	18 Years	2,868,000	
F59PHI	21	1998	18 Years	1,927,000	
AEM-7	17	1980 - 1988	34 Years	4,662,000	
HHP-8	0	1999 - 2001	16 Years	1,344,000	(i)
ACS-64	49	2014	1 Year	91,000	
California Diesels	17	1991 - 2001	20 Years	2,030,000	(j)
North Carolina Diesels	6	1988 - 1998	25 Years	422,500	(j)
Switchers	50	1950 - 2014	39 Years	N/A	
Total	**403**				

(i) HHP-8 mileages reflect mileage at time of out-servicing

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

Train Sets

Equipment Type	Active Sets 10/1/2015	Year Started in Service	Average Age in 2016	Average Mileage	Notes
Acela	20	1999 - 2000	17 Years	2,266,000	(k)
Northwest Service	7	1999 - 2013	13 Years	1,867,000	(l)

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

(l) Washington State owns 3 trainsets, Oregon DOT owns 2 trainsets, Amtrak owns 2 trainsets (Newly in-serviced Oregon trainsets lower overall fleet mileage)

Exhibit [2-2] lists expected availability of the current fleet in FY16 as compared to the two most recent fiscal years:

Exhibit [2–2] – Expected Fleet Availability

	FY 2013			FY 2014			FY 2015			FY 2016 (Forecast)		
	Active	Shop	Net Available	Active	Shop	Net Available	Active	Planned Shop	Net Available	Active	Planned Shop	Net Available
Car Fleet												
Amfleet I	463	48	415	463	47	416	456	60	396	456	60	396
Horizon	94	16	78	93	5	88	92	17	75	92	17	75
Surfliner	49	9	40	49	8	41	49	8	41	49	8	41
California Cars	78	10	68	92		92	92	12	80	92	12	80
North Carolina Cars	11	-	11	16	2	14	18	2	16	18	2	16
Amfleet II	145	22	123	145	23	122	144	26	118	144	26	118
Heritage Baggage Cars	64	12	52	63	7	56	32	10	22	38	2	36
Heritage Diner	20	5	15	20	5	15	20	6	14	20	-	20
Heritage Dome/Parlor Cars	6	2	4	6	1	5	6	1	5	5	1	4
Heritage Co. Serv., Exhibit [a]	7	-	7	4	-	4	4	-	4	4	-	4
Midwest Corridor Cars	-	-	-	-	-	-	-	-	-	61	-	61
Viewliner	51	10	41	51	10	41	51	9	42	51	9	42
Viewliner II [b]	-	-	-	-	-	-	58	11	47	100	16	84
SuperLiner I & II	429	76	353	426	66	360	425	70	355	425	70	355
Auto Carrier	80	9	71	80	9	71	80	9	71	80	9	71
Cab Cars / NPCU	40	8	32	37	10	27	23	5	18	23	5	18
Other [c]	3	1	2	7	-	7	7	1	6	7	-	7
Total Car Fleet	**1,540**	**228**	**1,312**	**1,552**	**193**	**1,359**	**1,557**	**247**	**1,310**	**1,665**	**237**	**1,428**
Locomotives												
Electric Locomotives [d]	62	17	45	61	16	45	66	20	46	93	20	73
Diesel Locomotives [e]	289	45	244	265	42	223	264	63	201	264	63	201
Diesel Locomotives (CA & NC)				23	4	19	23	6	17	23	6	17
Switchers [f]	45	6	39	50	-	50	50	-	50	50	-	50
Locomotives Totals	**396**	**68**	**328**	**399**	**62**	**337**	**403**	**89**	**314**	**430**	**89**	**341**
Trainsets												
Acela (20 Trainsets)												
- Cars	121	24	97	121	24	97	121	32	89	121	32	89
- Locomotives	40	8	32	40	8	32	40	8	32	40	8	32
Cascades Service (7 Trainsets) [g]												-
- Cars	84	3	81	83	-	83	83	3	80	83	-	83
- Locomotives	8	1	7	7	-	7	7	1	6	7	-	7
Total Trainsets	**253**	**36**	**217**	**251**	**32**	**219**	**251**	**44**	**207**	**251**	**40**	**211**
Grand Total	**2,189**	**332**	**1,857**	**2,202**	**287**	**1,915**	**2,211**	**380**	**1,831**	**2,346**	**366**	**1,980**

[a] Part of Exhibit Train

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

[c] Includes Service Cars, Wheel Cars Track & Catenary Inspection Cars and Conference Car

[d] Electric locomotive deliveries begin in FY14 and continue thru FY16

[e] California and North Carolina diesel locomotives included in pre-diesel Locomotive counts

[f] Switchers were not previously included in Planned Shop counts. Adding has no effect on passenger service

[g] Two new Oregon (ODOT) owned trainsets placed in service FY 2013

Exhibit [2–3] – Rolling Stock Unit Acquisition Plan

	Locomotives			Cars			New High Speed
	Electric	Diesel	Switcher	Single Level	Bi-Level	Auto Carriers	
2016	19	-	-	45	-	-	-
2017	-	-	-	25	-	-	-
2018	-	-	-	-	-	-	-
2019	-	-	8	100	-	-	1
2020	-	-	8	100	-	-	17
2021	-	-	5	100	100	-	10
2022	-	-	5	100	100	-	-
2023	-	-	5	100	100	-	-
2024	-	50	5	100	100	-	-
2025	-	50	-	95	100	-	-
2026	-	50	-	-	8	-	-
2027	-	50	-	-	-	-	-
2028	-	50	-	-	-	80	-
2029	-	30	-	-	-	-	-
2030	-	-	-	-	-	-	-
Cycle 1	**19**	**280**	**36**	**765**	**508**	**80**	**28**
2031	-	-	-	-	-	-	-
2032	-	-	-	-	-	-	-
2033	-	-	-	-	-	-	-
2034	-	-	-	-	-	-	-
2035	-	-	-	-	-	-	-
2036	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-
2038	-	-	-	-	-	-	-
2039	21	-	8	-	-	-	1
2040	30	-	8	-	-	-	17
2041	19	-	5	-	-	-	10
2042	-	-	5	-	-	-	-
2043	-	-	5	-	-	-	-
2044		-	5	-	-	-	-
2045		-	-	60	-	-	-
Cycle 2	**70**	**-**	**36**	**60**	**-**	**-**	**28**
Total	**89**	**280**	**72**	**825**	**508**	**80**	**56**

Planning the Future of Amtrak's Fleet – Going forward, key elements of Amtrak's equipment strategy include establishing the long-term equipment needs of the business lines, determining the tradeoffs between continuing to invest in the existing fleet versus acquisition of new equipment, and developing investment business cases that can support future decisions on capital investment in rail fleet. During FY15 Amtrak initiated engineering assessments of the P42 locomotives and Amfleet I passenger cars (used for *Northeast Regional* and State Supported service). A similar assessment of Superliners will begin in 2016. The results of these assessments will help determine the remaining useful life of this equipment and the costs associated with continuing this equipment in service over the long term. These costs could then be compared to other scenarios including purchasing new equipment.

The next step will be combing this information with an assessment of Amtrak's projected equipment requirements to develop business cases for investments to support future services, including costs of various scenarios involving equipment, opportunities for internal synergies, opportunities for external partnerships and financing, and estimates of return on investment, external benefits, and risks. The business case will then flow into Amtrak's resource allocation decision-making process, where the recommendations for use of Amtrak's equipment resources and future investment in equipment will be prioritized against other investment needs. In this regard, Amtrak fleet planning anticipated the statutory requirement for such business cases contained in section 11208 of the FAST Act.

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

On Time Performance (OTP)

Market research has shown that on-time performance (OTP) is a large determining factor in customer satisfaction, and poor OTP reduces revenues and increases costs. Amtrak is working to improve the elements of OTP we can directly control; insisting that our host railroad partners give us the preference in dispatching required by law; and working with the host railroads and others to tackle the underlying causes of rail congestion.

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

1. Chicago Gateway Blue Ribbon Panel. Amtrak's Chicago Gateway Blue Ribbon Panel was created in October 2014 to identify infrastructure and operational improvements to address rail network congestion in the Chicago area that is adversely impacting Amtrak, commuter and freight train operations, and actions to advance those improvements. The panel's members met with nearly 100 stakeholders and subject matter experts, including Federal, State and local elected and governmental officials and their staffs; freight and passenger rail executive, operations and planning officials; and transportation policy and finance experts. The panel also reviewed numerous studies and analyses prepared by rail industry associations and consultants, academic institutions, and Amtrak operations and planning staffs. In October 2015,

the panel released its report and recommendations aimed at solving the urgent need to improve the infrastructure and operations of the Chicago rail network, upon which the national economy depends. At this time, Amtrak is working with stakeholders to advance the recommendations of the Panel.

2. Surface Transportation Board (STB) Actions. Amtrak has filed petitions with the Surface Transportation Board seeking improvements in performance from some of our host railroad partners. We regret that we were not able to achieve acceptable performance outside of the STB, and we look forward to the STB's participation in enforcing the obligations of our host railroads.
3. Actions to Improve OTP Elements under Amtrak Control. While many elements of OTP are driven by external factors beyond Amtrak's control, we have committed internal resources to pursue a cross-department, comprehensive effort to analyze and improve elements of OTP that Amtrak can directly influence. Amtrak recognizes the importance of ensuring that trains depart on-time from the station where they originate, and has continued to implement action plans to minimize initial terminal delays. The performance of individual services is regularly reviewed to identify operational challenges and solutions, including strategies to minimize the adverse impact of weather-related events during winter months. Additionally, Amtrak's ability to monitor and analyze the root causes of delays is being enhanced through technological and process improvement efforts.

Americans with Disabilities Act

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

Our highest priorities are as follows:

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

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

ADA Financial Commitments – In order to accomplish these goals, Amtrak has agreed to spend no less than $50 million of its capital funds on ADA improvements every year over the next five years.

In these years, Amtrak's ADA Stations Program consists of planning, surveys, ADA assessment, design, and construction work at 277 stations.

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

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

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

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

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

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

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

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

Ridership Five-Year Plan Overview – Amtrak's five-year ridership projection is for a total growth of 9.5% from FY15 actual ridership, or 1.8% annually. Growth will come from a variety of sources, including incremental demand associated with economic growth, system investments and expansions, loyalty and advertising program investments, increased advertising efficiency via targeted campaigns and new revenue management system capabilities.

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

The second factor that may constrain growth is lower fuel and energy costs, which have driven a significant amount of modal shift from rail to auto. Amtrak estimates that the loss of passenger rail demand from lower gasoline prices could exceed $100 million per year.

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

Amtrak experienced two significant derailments in 2015. On Tuesday, May 12 Amtrak *Northeast Regional* Train 188, operating from Washington to New York, derailed in northeastern Philadelphia, resulting in multiple injuries and fatalities. On October 5, Amtrak Train 55, the *Vermonter*, partially derailed while traveling from St. Albans, Vermont to Washington, DC, resulting in multiple injuries and no fatalities. The Train 188 derailment resulted in suspension of service for multiple days on the affected section of the NEC. At this time, the National Transportation Safety Board (NTSB) is investigating both incidents.

The Train 188 derailment was a tragedy that affected many of our passengers and families, and was a defining moment for all of Amtrak in 2015. While we have generally refrained from public comment on the issue due to the continuing investigation, Amtrak is in the process of analyzing the events that led to the derailment to understand the causes and implement the necessary corrective actions.

While safety and security is part of everyone's role at Amtrak, our programs are led through the combined efforts of our System Safety department, the Amtrak Police department, and the Emergency Management and Corporate Security department. Together, these groups are working towards our goal of every customer and employee going home injury-free every day. We will measure our success on this objective primarily by the contact rate generated by our behavior-based safety program, our numbers of serious injuries and fatalities, and our passenger injuries per 100 million passenger miles.

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

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

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

Amtrak is also showing industry leadership in the installation of positive train control, or PTC. Prior to 2015, Amtrak had already installed and implemented PTC on the tracks we own in Michigan and Indiana, as well as on more than 200 miles of the Northeast Corridor (NEC). As of December 2015, we have activated PTC on the remainder of the Amtrak-controlled portions of the NEC between Washington, D.C., and Boston, and it will soon be activated on the Philadelphia-Harrisburg line. These actions will help better ensure the safety of passengers and co-workers.

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

Amtrak Police Department (APD) – The Amtrak Police Department (APD) will align itself with the recommendations of the President's Taskforce on 21st Century Policing that focus in six key areas; Building Trust and Legitimacy, Technology and Social Media, Training and Education, Officer Wellness and Safety, Community Policing and Crime Prevention, and Policy and Oversight.

APD will continue prevention efforts through partnerships, preparedness, and participation. The Operation RAILSAFE program, where we strengthen the coordination and integration among Amtrak police and emergency responders, host railroads, transit agencies, and other members of law enforcement to protect passengers, employees, and infrastructure from acts of terrorism will continue to be expanded. We also plan to continue our training with our law enforcement partners in multi-agency drills and "tabletop" exercises and Operation RAILSAFE training, which will be delivered to hundreds of first responders in 10 cities.

APD will continue to expand its data-driven approach to predictive policing with enhanced data collection, analysis, and "comp stat" briefings to review and discuss trends, crime prevention strategies, and deployment. Enhancements to the APD Records Management System, expanded use

of technology and the relocation of the National Communications Center will improve communications and incident reporting. We will use the results of the workforce planning study to improve crime prevention and deployment and implement its recommendations as budget and staffing permit. Increased customer service is anticipated with the roll out of the Professional Communications Course; intended to improve customer oriented policing and deescalate conflict. Additionally, the APD will continue to explore ways to reduce injuries with the Amtrak Move SMART program that uses stretching to reduce strains and sprains, and the APD focus on wellness. An improved defensive tactics course and training will be developed as a follow on to the Professional Communications Course. The implementation of internal controls will be a focus of the APD as we examine opportunities to ensure appropriate documentation for training and personnel are in place for compliance purposes, safeguard assets and validate the accuracy of data. This also aligns with the APD reaccreditation with the Commission on Accreditation for Law Enforcement (CALEA) on site, which will demonstrate our commitment to the adherence of well-established law enforcement standards.

Emergency Management and Corporate Security (EMCS) – EMCS leads an integrated enterprise-wide emergency management and corporate security system to prepare and protect Amtrak employees, customers and assets. This includes the execution of a security risk management strategy and infrastructure protection program to address threats and vulnerabilities associated with natural hazards and acts of terrorism; oversight of emergency preparedness planning and incident management coordination; a security awareness, training and exercise program for employees and external stakeholders; and securing critical rail and key assets through the implementation and management of video surveillance and employee/contractor identification program (Smart ID). EMCS accomplishes this through its four functional areas:

1. Emergency Management – Implements security and preparedness planning, awareness, training and exercise initiatives to improve Amtrak's culture of safety and security, including the execution of regulatory (49 CFR 239, Passenger Train Emergency Preparedness) emergency preparedness planning activities; management of the Amtrak Ambassador program where Amtrak employees from multiple departments provide frontline passenger assistance during emergencies and disruptions; and oversight of Amtrak's Incident Response Team including implementation of Amtrak's Family Assistance Center and meeting assurances outlined in the Rail Passenger Disaster Family Assistance Act of 2008.
2. Corporate Security – Executes a risk-driven infrastructure protection strategy to include operational and planning activities, continuity of business program, vulnerability assessments, and identification of security counter measures (video security surveillance, access control, etc.) to protect and mitigate risks to critical rail infrastructure and key assets.
3. Policy and Programs – Ensures that EMCS policies, programs and activities are executed in alignment with department security risk management principles, Amtrak's Strategic Plan, and Management Controls Framework requirements.
4. Business Services – Provides oversight of the EMCS project management office, develops departmental operating and capital budgets, and implements administrative and operational

activities including human capital management, video security surveillance program and Amtrak's employees/contractor identification program.

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

Amtrak's focus on operating efficiency is enterprise-wide. The day-to-day operations of every business line, department and group within Amtrak must continually improve so that we can meet our goals at the lowest possible cost. Target areas include process improvements, optimizing service delivery, and efficiently using assets. We measure our success on this objective by tracking a basket of measures that include overtime; initial terminal performance (how many trains leave their originating terminal on schedule); Engineering unplanned delay minutes / 10,000 train miles; Mechanical cost per Units Used; and greenhouse gas emissions. By monitoring these measures at the corporate level, and understanding their components at the business line and department level, our goal is to continually find ways to improve our efficiency.

Specific initiatives to improve processes, and project and program management, include:

- Continue our progress in establishing Project Management Offices (PMO) throughout the organization. We have recently created a PMO in the Engineering group, and are in the process of creating a company-wide PMO to define standards and coordinate projects throughout the company.
- Management Control Framework. Amtrak's Management Control Framework (MCF) is the foundation upon which the organization is building and improving its Enterprise Risk Management process. The MCF starts with Amtrak's strategic objectives, documents their component objectives at a more detailed level, and identifies the risks that Amtrak faces in achieving them. To date, we have completed two annual assessments of management controls across the entire Company, and we have resolved over 400 identified control weaknesses.
- Continue rolling out Lean Enterprise Solutions (LES) across the organization. To date, the Lean Enterprise Solutions team has completed projects in Human Capital, Finance, Procurement & Logistics and IT, delivering process and compliance improvements worth millions of dollars in expense and working capital reductions. In the coming years, LES will continue its work in providing Green Belt training and expand its scope to the Operations department.
- Improved Overtime Reporting and Reduction. We continue our work to better document and report on overtime, with an ultimate goal of understanding its root causes and working to reduce unnecessary overtime.

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

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

objective by how much of the funding requested to support our business lines we are able to achieve.

Unlike transit and commuter rail or other forms of transportation, there is no reliable, multi-year source of funds for capital investment in intercity passenger rail. Amtrak must undertake capital planning without knowledge of how much capital will be provided from one year to the next. Indeed, Amtrak did not know the amount of capital available for FY16 until December 18, 2015, with almost one-quarter of the fiscal year having already elapsed. Under the current approach, if Amtrak were to make a multi-year commitment to a necessary capital investment and subsequent appropriations for capital were less than anticipated, other critical investments would have to be deferred or alternatively Amtrak would have to pay penalties for breach of contract.

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

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

1. Move toward a capital allocation process where investment decisions are made based on how projects impact strategic goals in combination with traditional financial measures of rates of return. By making decisions through these two lenses – financial benefit and strategic benefit – we will be better able to quantify for those who invest in Amtrak the value they get from their investment.
2. Retain NEC operating surpluses for use as investment capital. Given the strong and predictable performance of the NEC, operating surpluses are a stable source of capital and debt financing if they can be deployed for such purposes rather than directed to cover operating losses of other services.
3. Engage the Administration and Congress in establishing a long-term, predictable source of capital funding.
4. Engage the Administration and Congress on how to make Federal credit programs responsive to Amtrak's investment needs where such investments generate sufficient cash flow to service the debt.
5. Selectively pursue opportunities to utilize innovative financing, private debt or public-private partnerships to fund high-return and strategically vital projects.

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

Section 212 Implementation – Section 212 of PRIIA required the establishment of a Northeast Corridor Infrastructure and Operations Advisory Commission (NEC Commission) which, among other things, was charged with developing a standardized formula for determining and allocating

costs between intercity and commuter use of shared NEC infrastructure. Section 212 requires that the NEC Commission's formula ensure that there is no cross subsidization of commuter, intercity or freight rail transportation and that each service is assigned the costs incurred only for the benefit of that service and a proportionate share, based upon factors that reasonably reflect relative use, of cost incurred for the common benefit of more than one service.

The US DOT, Amtrak, and Northeastern States and commuter agencies adopted a methodology and cost-sharing formula extending to both operating and capital costs incurred in the NEC on September 17, 2015 with an effective date of October 1, 2015. The implementation of this new allocation method should result in additional investments by commuter agencies in Amtrak's NEC infrastructure that will supplement Amtrak's own capital funding, and usher in a new cooperative planning and coordination regime across the full NEC network. This effort is being led by the Infrastructure and Corporate Development business line and is discussed in further detail in its section of the Plan.

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

As a result of the new Section 209 formula, approximately $222.9 million in operating costs and $63 million of equipment capital costs were taken over by Amtrak's State partners in FY15. At this time, the major outstanding funding issue remains a detailed procedure for establishing the States' share of future fixed asset investment. Administering the requirements of Section 209, and developing a policy for State contributions to fixed asset investments, are currently being led by the State Supported Services business line and are discussed in further detail in that section.

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

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

Amtrak continues its journey on reorganizing around business lines. This decision was originally driven by a need to better align our operations with our customer segments, including passengers and our State/agency partners, as well as to increase accountability. Shifting from a functional/regional organization to a business line approach has been a substantial undertaking, and additional work remains ahead of us to help the business lines articulate their requirements to the support functions, and to ensure the support functions are effectively supporting those business

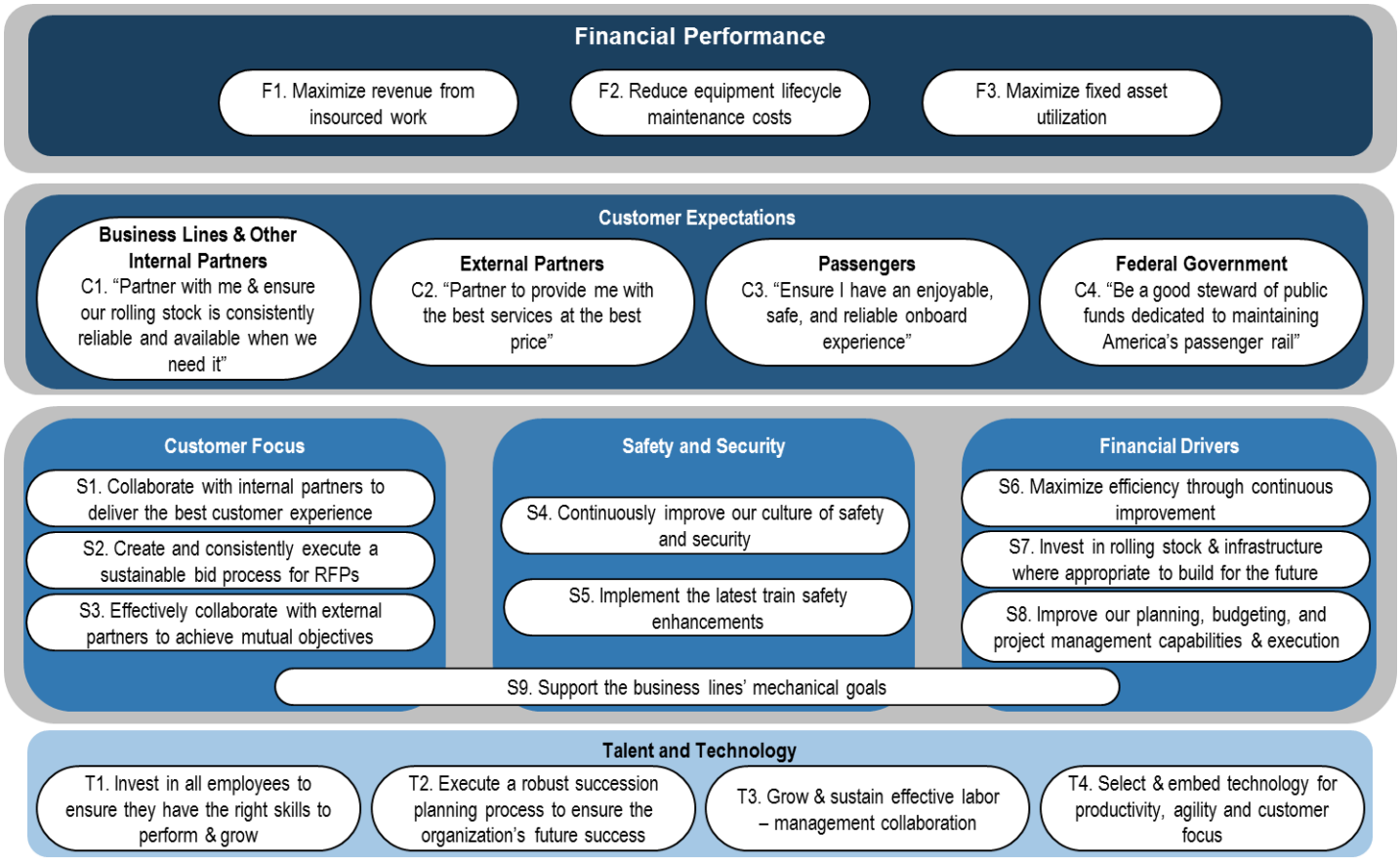
line efforts. In the midst of this activity, it remains important to balance the expected benefits of business line focus with continued system-wide standards and economies of scale. We are measuring our success on this objective by a regular survey of business lines and functions to help track our continuing progress on alignment.

We achieved significant progress in aligning the organization to business line outcomes in FY15. The Long Distance business line continued its successful use of the balanced scorecard and refreshed its strategy map, and the Northeast Corridor Operations business line launched its own. The Mechanical and Engineering departments each developed their own strategy maps and balanced scorecards aligned with business lines, and began holding monthly strategy review meetings. The Infrastructure and Investment Development (IID) business line has completed its strategy map and has also recently held its first strategy review meeting.

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

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

The Mechanical department primarily consists of three backshop operations that strive to safely create and deliver industry leading, high value, competitive services for rolling stock assets in North America for our internal and external partners and customers, building loyalty by exceeding expectations. In FY15, the Mechanical Department developed a balanced scorecard. This process involved defining the objectives, the measures used to track these objectives, and the portfolio of initiatives that are established in support of the objectives to help ensure that the department will fulfill its mission. These efforts are reflected in the following strategy:

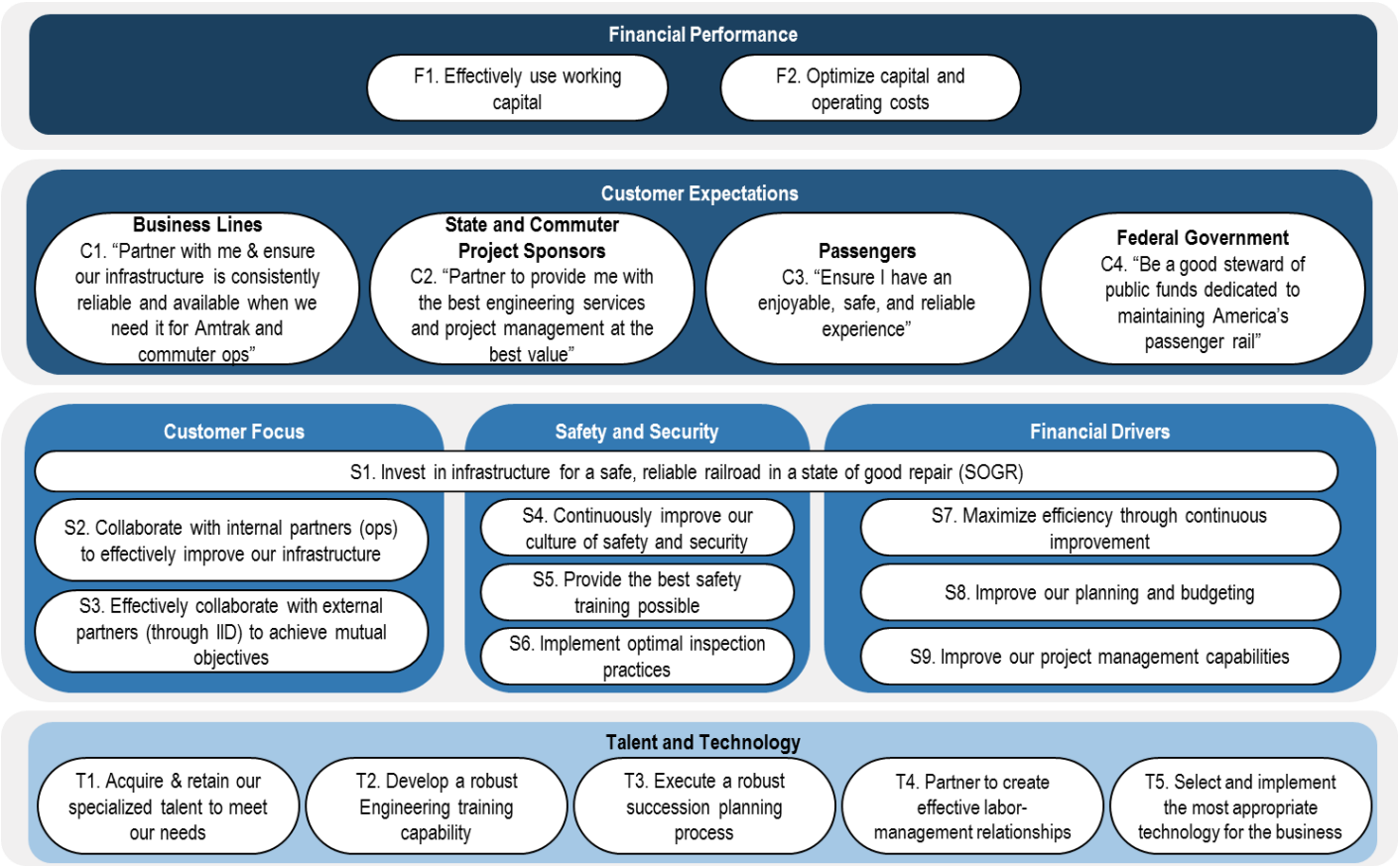


The Mechanical strategy was developed by starting with the Amtrak Corporate Strategy and adapting it to the unique environment of the Mechanical Department:

- The Mechanical Department's customers consist of business lines and other internal partners, external partners, passengers and the federal government.
- The Customer Focus objectives include collaborating with internal partners to deliver the best customer experience, and two objectives by which the Mechanical Department aims to grow third party work.
- In addition to continuously improving our culture of safety and security, the Mechanical Department is also focused on implementing the latest train safety enhancements, such as Positive Train Control.
- The Financial Drivers objectives include improving planning, budgeting and project management capabilities and execution, and investing in Amtrak's rolling stock and Mechanical Department infrastructure to build for the future.
- The Talent and Technology objectives include growing and sustaining effective labor-management collaboration and improving succession planning. The various disciplines are used to support the execution of this mission.

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

In FY15, the Engineering Department developed a balanced scorecard. This process involved defining the objectives, the measures used to track these objectives, and the portfolio of initiatives that are established in support of the objectives to help ensure that the department will fulfill its mission. These efforts are reflected in the following strategy:



The Engineering strategy was developed by starting with the Amtrak Corporate Strategy and adapting it to the unique environment of the Engineering Department:

- The Engineering Department's customers consist of business lines; state and commuter project sponsors, which provide Amtrak capital funds for engineering services associated with design, construction, and maintenance of railroad infrastructure for the benefit of their constituents; passengers; and the federal government.

- A key strategic objective, "Invest in infrastructure for a safe, reliable railroad in a state of good repair," spans Customer Focus, Safety and Security and Financial Drivers, representing the many areas of Amtrak that it impacts.
- The Customer Focus objectives include collaborating with internal partners, such as the operating business lines, and external partners through the NEC Infrastructure and Investment Development business line.
- In addition to continuously improving our culture of safety and security, the Engineering Department has also prioritized providing the best safety training possible and implementing optimal inspection practices.
- Financial Drivers objectives include improving resource planning and budgeting and improving project management program capabilities.
- The Talent and Technology objectives include growing and sustaining effective labor-management collaboration and executing a robust succession planning process.

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

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

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

Customer Service The Customer Service department acts as the voice of the customer and champions the development of innovative customer service solutions, employee support services, and tactical and strategic planning. This department is charged with developing customer service

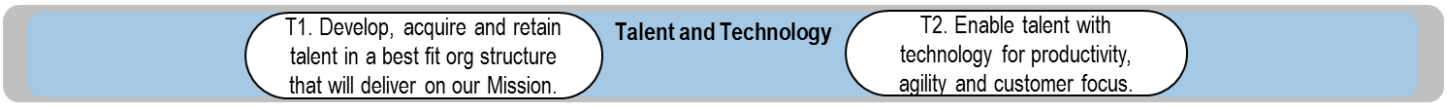
standards and ensuring that they meet the wants, needs and expectations of our customers. The department oversees Food and Beverage operations; culinary product development; On-Board, Train and Engine, and Station Service employee standards; and customer support within CNOC. It also provides innovative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

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

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

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

TALENT AND TECHNOLOGY OBJECTIVES



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

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

Amtrak's Human Capital (HC) team plays a critical role in ensuring every employee possesses the skills, capabilities and knowledge critical to achieve the Amtrak mission. The Human Capital Strategy, a multi-year roadmap designed to align people-related processes, programs and policies to the Amtrak Strategic Plan, has resulted in continued success:

Making the Right Investments in the Right Rewards - Amtrak completed a redesign of non-agreement pay and benefits programs to more directly link employee rewards to its organizational performance and strategic goals. Amtrak also achieved a substantial reduction in costs, including:

- $1.4 billion savings over 20 years (closed pension and retiree health plans to new employees)
- $655 million balance sheet improvement over 5 years (froze pension accruals and transitioned post-65 retirees to a private health exchange)
- $23 million savings over 5 years from other health benefit changes (introduced an incentive-based wellness program and consumer directed health plan)

Creating a Results-Oriented High Performance Culture - Amtrak has strengthened its non-agreement pay for performance processes to establish a stronger link between individual performance, customer service and organizational outcomes, and has implemented pay and performance differentiation.

Developing Tomorrow's Workforce…Today - Amtrak has begun to implement its multi-year, integrated approach to connect the organizational processes designed to attract, manage, develop, motivate and retain key people. Guided by the cross-functional Amtrak Learning Council, Amtrak has also begun to implement a robust suite of blended learning opportunities for non-agreement and agreement employees tied directly to the business critical Amtrak core competencies.

Amtrak continues to face a number of workforce challenges including:

- Lack of deep business acumen throughout the enterprise;
- Increased competition for highly skilled and qualified workers in areas such as IT, Finance and railroad crafts (e.g., Engineering, Mechanics, Road Foremen); and

- Inconsistent funding for needed interventions in the talent selection process, training and career development to address gaps in knowledge and skills to rapidly achieve Amtrak's Strategic Plan.

Amtrak continues to update its HC Strategic Plan to address these challenges through the following strategic actions:

1. Attract, select and onboard best-fit talent who thrive living the brand. Amtrak is committed to investing in its recruiting function to leverage technology and social media to attract millennials, who make up an increasing percentage of the external talent pool. Amtrak will also continue to invest in a robust series of selection and assessment tools, including physical capacity testing, to measure employee fit for specific roles. Beginning in late 2016, new employees will participate in an enterprise-wide orientation program designed to decrease time to productivity by helping them assimilate to the overall Amtrak culture, their specific positions and team.

2. Ensure workforce reflects the diversity of its customers. Amtrak continues to develop a comprehensive diversity and inclusion strategy for recruiting, developing and promoting minorities, women, veterans, people with disabilities and LGBT employees. Amtrak will also foster an inclusive work environment that is responsive to the needs of all employees in order to retain this critical population of our workforce.

3. Train and develop employees at every level of the enterprise. Human Capital will continue to build on the success of the Amtrak Leadership Development Excellence (ALDE) program—a customized, three-part learning opportunity that provides current and future leaders in every functional area and business line with the skills they need to effectively develop, mentor and coach their teams. Amtrak will invest in a comprehensive Learning Strategy to strengthen employee capabilities through a mix of development experiences, on-the-job learning, classroom-based training and e-learning.

4. Extend performance management to drive employee commitment and engagement. Amtrak's performance management process, "Performance Conversations," equips managers and non-agreement employees with the information required to establish clear goals and perform accurate, objective talent assessments. With the baseline process established, Amtrak will now extend the process throughout the year with ongoing commitment conversations to ensure all non-agreement employees receive actionable feedback and coaching.

5. Deliver effective labor management and employee relations outcomes. Amtrak has developed a comprehensive labor strategy, focusing on hiring/qualifications and effective use of existing rules/rights and negotiations.

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

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

The IT department has established the following three year technology objectives:

1. Run IT Like a Business – Provide a flexible IT delivery model that deploys business-enabling solutions to meet evolving expectations and deliver even greater business value through improved operational efficiency within IT.
2. Move to Digital, Mobile, and "Internet of Things" – The "Internet of Things" is a concept where physical objects are embedded with network connectivity, allowing them to send and receive data. We will prepare for this digital-physical blending of interconnected objects and people through communication networks and create the ability to gain new insights, and track performance and safety, through a consistent, seamless flow of information across digital and physical channels.
3. Complex Modelling and Analytics – Apply analytics (statistical and mathematical analyses) to solve business problems and enable the enterprise to deploy practical, well-informed actions that improve business decisions.
4. Generate Revenue – Leverage our resources to design and develop capabilities required to create, market and deliver technology value and generate profitable, sustainable revenue streams.
5. Innovate – Support the business in using technology to enable innovation and solve problems with simple solutions rather than complex ones.

For FY16, we will continue working on the following four major technology initiatives in support of the business:

1. Operations Foundation – The Operations Foundation program's goal is to collect the business process and technology needs of the Operations department, and use them to prioritize and steer the development of process and technology solutions. The Operations Foundation program has identified opportunities in multiple areas of focus over the next several years. This includes an Integrated Labor Management System for automated timekeeping; a Baggage Management System; general Information Management; improved Service Management for train service activities; Rolling Stock Asset Management; Fixed Asset Management; and Food & Beverage Management.

2. Customer Experience Program – As described in detail in Strategic Objective S1 (Customer Focus), the Customer Experience Program will deliver functionality that will allow Amtrak to provide its customers with an intuitive, personalized experience when shopping, planning and booking their travel. It will also deliver the infrastructure to allow Amtrak to sell related products and services (ancillary revenue) and allow Amtrak to move forward with customer and revenue initiatives in an efficient and timely manner.
3. Payment Platform – The improved Payment Platform will allow Amtrak to comply with the increased IT security requirements for accepting credit card payments, reducing the risk of future hacking or security breaches.

Business Lines

Today, Amtrak is almost five years in to the execution of its business line strategy and organizational structure. During this time, we have seen both the potential of having business lines that represent the interests of specific customers and services, and also the challenges of integrating these business lines with each other and with the corporation as a whole. With the benefit of these lessons, we continue to refine our business line strategy to articulate business line goals and deploy resources.

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

The other existing business line, formerly Northeast Corridor Infrastructure and Investment Development, continues its evolution to a nationwide Infrastructure and Investment Development (IID) business line, charged with planning, managing, and developing system-wide infrastructure, real estate and other corporate assets in order to maximize their financial and strategic value for Amtrak and other rail stakeholders.

NORTHEAST CORRIDOR OPERATIONS

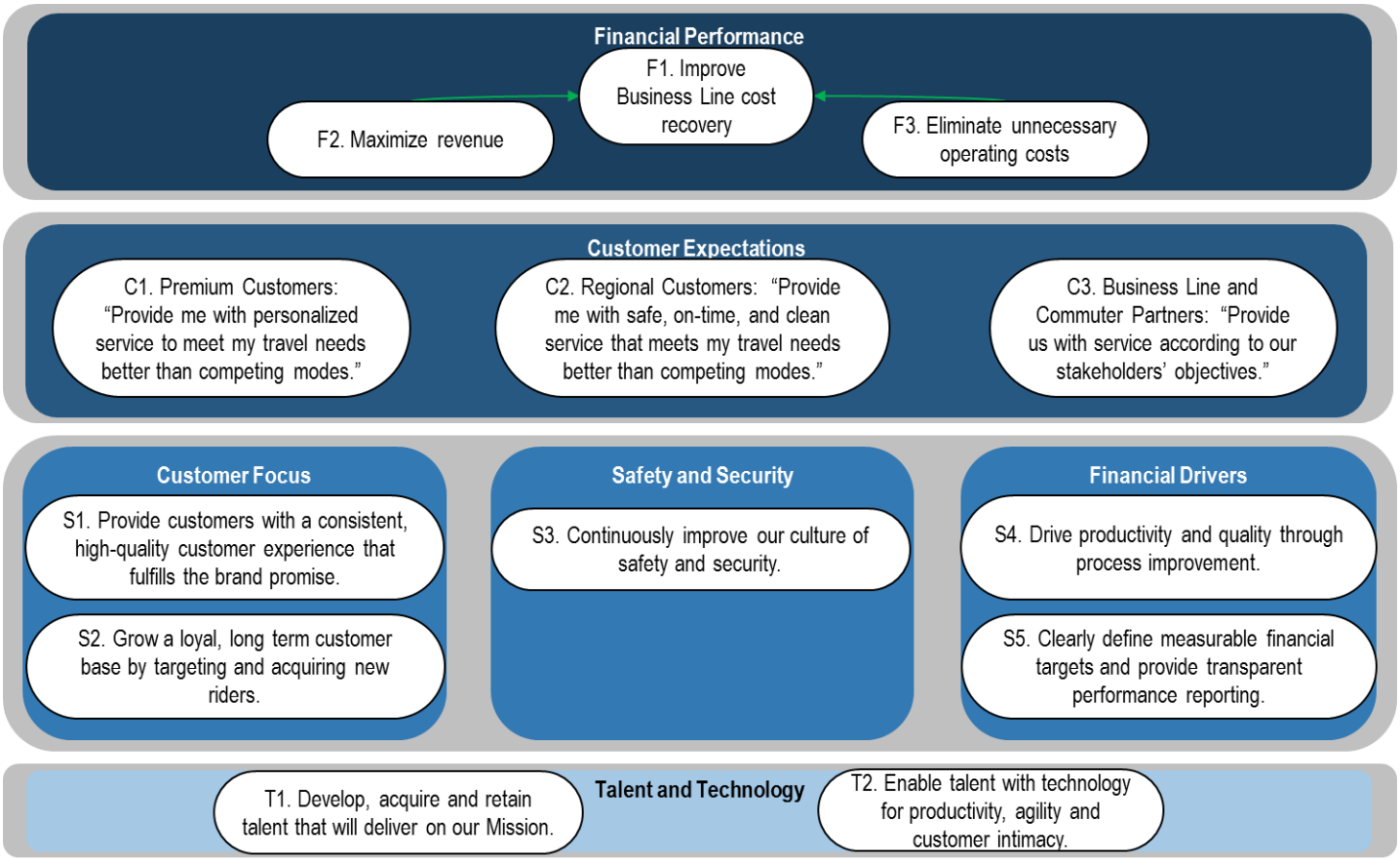
The Northeast Corridor Operations business line is accountable for the operating and financial performance of the Amtrak services on the NEC and the surrounding region; the day-to-day management of commuter railroad operations on the Amtrak-owned segments of the NEC; and services Amtrak performs for commuter agencies in the Northeast. On the Boston-Washington main line, NEC Operations include the *Northeast Regional* service and *Acela Express.* Surrounding the main line, NEC Operations runs State Supported extensions of *Northeast Regional* trains to Virginia along with the *Downeaster*, Springfield Shuttles, the *Vermonter*, the *Empire Service*, the *Ethan Allen*, the *Adirondack*, the *Maple Leaf*, the *Keystones*, and the *Pennsylvanian*. The business line also operates Long Distance trains on the segments on and surrounding the NEC, as well as the Shore Line East commuter line on behalf of Connecticut DOT and the MARC Penn Line commuter service on the NEC.

The NEC Operations business line has articulated the following mission:

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

The NEC continues to enjoy strong demand for its services, which for some timeslots exceed the available capacity. As a result, NEC Operations will continue to look for ways to maximize existing capacity by optimizing use of the current infrastructure in the short term and acquiring new high-speed trainsets in the medium term. Revenue management remains an important tool for the business line to keep yields high to help generate the necessary funding for future investments in the NEC. This investment is critical to the long-term sustainability and growth of NEC Operations.

In FY15, the NEC Operations business line refreshed its strategy. This process involved reevaluating its objectives, the measurements used to track these objectives, and the portfolio of initiatives underway to support the objectives. These objectives are reflected in the following strategy:



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

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

NEC Operations has begun a series of initiatives to improve the experience of both *Acela* and *Northeast Regional* passengers, ranging from a review of *Northeast Regional* business class, to improved boarding procedures in New York Penn Station where the infrastructure allows it, and better use of social media to understand and improve the customer experience.

- Financial drivers of the NEC strategy were updated to ensure consistent, accurate and actionable performance reporting to achieve financial and operational targets. To this end, the business line has recently begun a deep dive into the eCSI data set of customers who have traveled on the NEC to better understand the drivers of customer satisfaction and direct resources accordingly, and to share this performance information more broadly through the business line.

One significant aspect of the NEC Operations business line is that it does not have day-to-day responsibility for the longer term planning of the NEC. Those processes are carried out within the Infrastructure and Investment Development (IID) business line, but in consultation with the NEC Operations business line and other NEC stakeholders. As the IID business line concludes its own strategy development exercise, the two business lines should be poised for improved communication between each other, and better operating and planning outcomes.

Within the next five years, the NEC Operations business line looks forward to taking delivery of the Next Generation High Speed Trainsets currently in the procurement process described in the Fleet Strategy section. The business line is currently planning for the introduction of this equipment and how to best position the new capacity it will provide. (Note – the capital schedule below does not include capital expense for procurement of these trainsets.)

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

Exhibit [3–1] – Five-Year Projected Operating Results, NEC

($s in Millions)	NEC FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ticket Revenue (Adjusted)	$ 1,241.0	$ 1,293.1	$ 1,336.7	$ 1,368.5	$ 1,401.8
Food & Beverage	41.0	47.8	51.6	55.5	57.4
State Supported Train Revenue	-	-	-	-	-
Subtotal Passenger Related Revenue	**1,282.0**	**1,340.9**	**1,388.3**	**1,424.0**	**1,459.2**
Other Core Revenue	208.3	210.3	211.0	212.3	212.9
Ancillary Revenue	210.5	209.0	210.1	210.9	212.1
Total Revenue	**1,700.8**	**1,760.2**	**1,809.4**	**1,847.3**	**1,884.2**
Expenses that are Direct Responsibility of GM NEC					
Salaries, Wages & Benefits	568.2	585.0	604.6	634.5	655.3
Train Operations	6.2	6.3	6.4	6.6	6.7
Fuel, Power & Utilities	57.5	58.2	58.9	59.5	60.2
Materials	66.0	67.2	68.4	69.5	70.7
Facility, Communication & Office	32.5	33.3	34.1	35.0	35.8
All Other Expense	(1.6)	(1.5)	(1.5)	(1.4)	(1.4)
Total Expense Responsibility of GM NEC	**728.8**	**748.4**	**770.9**	**803.6**	**827.3**
Total allocated to Other Business Lines	**(269.6)**	**(269.2)**	**(277.5)**	**(288.9)**	**(297.5)**
Direct Expenses Remaining with GM NEC	**$ 459.2**	**$ 479.3**	**$ 493.4**	**$ 514.7**	**$ 529.8**
Gross Margin	***1,241.6***	***1,280.9***	***1,315.9***	***1,332.6***	***1,354.4***
Expenses allocated into NEC:					
GM State Supported	0.2	0.2	0.2	0.2	0.2
GM: Long Distance	23.5	24.2	24.8	25.7	26.3
Engineering	319.5	347.8	361.4	381.9	394.4
Mechanical	13.9	17.3	19.7	24.2	26.6
Customer Service	21.1	22.0	22.7	23.8	24.4
System Operations	4.1	4.2	4.4	5.5	5.8
Transportation	23.4	24.5	25.4	26.9	27.8
Safety	6.2	6.3	6.7	7.7	8.0
Business Operations	1.9	4.9	5.6	3.8	2.7
Ops Research & Planning	3.8	4.0	4.1	4.4	4.5
All Other Operations	0.8	0.8	0.8	1.0	1.1
Total from Operations	**418.4**	**456.2**	**475.8**	**505.1**	**521.7**
Train Fuel & Electric Propulsion Power	96.5	97.5	97.5	99.4	99.5
Credit Card Fees	61.9	60.5	59.6	61.3	63.7
IT	72.5	74.0	75.1	85.3	91.6
Marketing & Sales	73.3	74.6	83.5	94.4	96.0
Finance	36.7	37.5	38.4	44.7	47.0
Amtrak Police Department	48.3	50.1	51.1	52.4	52.9
General Counsel	21.1	22.7	22.9	26.6	27.8
Human Capital	12.9	18.1	20.3	24.1	24.8
EM&CS	4.0	3.9	4.2	4.8	4.9
All Other Corporate	90.0	58.2	36.8	(9.0)	(13.5)
Total from Corporate	**517.3**	**497.2**	**489.4**	**484.1**	**494.8**
Total Expenses allocated into NEC	**$ 935.7**	**$ 953.4**	**$ 965.3**	**$ 989.2**	**$ 1,016.4**
Total Operating Expense	**1,394.8**	**1,432.7**	**1,458.7**	**1,503.9**	**1,546.3**
Adjusted Operating Loss	**$ 305.9**	**$ 327.5**	**$ 350.7**	**$ 343.4**	**$ 337.9**

Note: NEC Operating revenue includes revenue reserved for payment on RRIF loan.

Exhibit [3–2] – Five-Year Projected Capital Investment by Program, NEC

($s in Millions)	NEC FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
SOGR Base	$ 262.8	$ 366.9	$ 382.6	$ 438.0	$ 421.8	$ 1,872.2
Major Projects	14.1	106.3	99.9	105.5	182.7	508.6
Safety / Mandates	28.6	15.1	11.0	10.5	10.4	75.7
Support Equipment and Vehicles	3.4	6.2	3.6	2.5	3.6	19.3
Improvements	7.1	18.5	43.9	59.3	41.4	170.2
Amtrak Support	3.8	-	-	-	-	3.8
Infrastructure Renewal	**319.8**	**513.1**	**541.1**	**615.8**	**659.9**	**2,649.8**
SOGR Base	53.1	120.0	120.6	111.0	100.1	504.8
Major Projects	-	14.0	23.4	140.4	140.4	318.2
Safety / Mandates	0.2	0.5	-	-	-	0.6
Improvements	18.9	32.2	33.2	14.6	14.7	113.6
Amtrak Support	-	0.1	-	-	-	0.1
NEC Master Planning	8.2	31.6	27.9	36.1	37.3	141.2
Support Equipment and Vehicles	4.4	2.8	2.9	2.9	3.3	16.3
Stations and Facilities	**84.8**	**201.2**	**207.9**	**305.1**	**295.8**	**1,094.8**
Amfleet Programs	36.0	32.4	36.6	56.2	56.0	217.1
Acela Programs	31.6	15.0	15.0	15.0	15.0	91.6
Locomotives	12.0	5.1	0.1	0.1	0.1	17.5
Horizon/Surfliner Programs	4.0	6.0	2.6	3.2	4.5	20.4
Viewliner Programs	0.4	-	-	-	-	0.4
General Safety & Reliability	5.3	5.7	5.1	3.8	3.8	23.7
Mandatory Projects	1.7	3.8	3.8	3.8	3.8	16.9
Wrecks	2.3	3.8	3.8	3.8	3.8	17.5
Fleet Overhauls	**93.4**	**71.7**	**67.1**	**86.0**	**87.0**	**405.2**
Software	36.3	57.4	53.1	54.2	53.0	254.0
Operations Foundation	32.7	34.0	41.1	14.5	5.6	127.9
Hardware	11.7	52.0	47.7	35.8	32.1	179.3
Back Office Support	0.1	10.9	2.5	0.4	0.4	14.3
Technology Systems	**80.9**	**154.4**	**144.3**	**104.9**	**91.1**	**575.5**
Special Programs	56.5	143.9	321.5	323.4	346.5	1,191.6
Gateway Program	**56.5**	**143.9**	**321.5**	**323.4**	**346.5**	**1,191.6**
Safety / Mandates	4.8	10.4	8.0	4.8	7.5	35.4
Environmental Remediation	**4.8**	**10.4**	**8.0**	**4.8**	**7.5**	**35.4**
Special Programs	7.3	-	-	-	-	7.3
Amtrak Support	6.0	1.0	2.0	2.0	1.0	12.0
Rolling Stock Acquisition	**13.3**	**1.0**	**2.0**	**2.0**	**1.0**	**19.4**
Safety / Mandates	11.1	4.6	4.6	4.6	4.6	29.4
ADA Compliance	**11.1**	**4.6**	**4.6**	**4.6**	**4.6**	**29.4**
Future Capital Allocations	(19.9)	-	-	-	-	(19.9)
FAST Act: Small Business Participation Study	1.1	1.1	1.1	1.1	1.1	5.7
FAST Act: Gulf Coast Working Group	-	-	-	-	-	-
Hold Back for Operating	38.0	-	-	-	-	38.0
Capital Reserve	**19.2**	**1.1**	**1.1**	**1.1**	**1.1**	**23.8**
Federal & State Capital / Amtrak Operating Profits[a]	**$ 683.8**	**$ 1,101.3**	**$ 1,297.5**	**$ 1,447.7**	**$ 1,494.6**	**$ 6,024.9**
Department of Homeland Security	5.9	3.6	4.8	2.4	2.8	19.4
Hudson Yards Concrete Encasement Grant	26.0	-	-	-	-	26.0
NY-NJ High Speed Rail Grant	99.4	18.5	-	-	-	117.9
Sandy Capital Relief Appropriation	-	3.6	1.7	1.5	1.5	8.2
State, Local, and Other Funds	114.5	667.2	1,424.4	1,600.6	1,728.4	5,535.2
Total Capital NEC	**$ 929.5**	**$ 1,794.2**	**$ 2,728.5**	**$ 3,052.1**	**$ 3,227.3**	**$ 11,731.6**

[a] Fund Sources for these Programs are:	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Federal & State Capital	422.1	825.4	1,018.1	1,169.3	1,213.0	4,647.9
Amtrak Operating Profits - NEC	261.7	276.0	279.5	278.4	281.5	1,377.0
Federal & State Capital / Amtrak Operating Profits	**$ 683.8**	**$ 1,101.3**	**$ 1,297.5**	**$ 1,447.7**	**$ 1,494.6**	**$ 6,024.9**

NEC operating profits includes: Net Operating Profits and NEC Profits reserved for FAST Act match

STATE SUPPORTED SERVICES AND LONG DISTANCE – THE NATIONAL NETWORK

Together, the State Supported and Long Distance Business Lines comprise the National Network of services that cover the continental U.S. As defined by Section 209 of PRIIA, State Supported trains are trains of less than 750 miles outside the Northeast Corridor main line, and are primarily funded by Amtrak's state and local agency partners. Long Distance trains have routes that can extend thousands of miles, connecting smaller towns and cities that have few remaining transportation options today. Together, these services rely on shared stations, facilities, and other resources to keep America connected.

STATE SUPPORTED SERVICES

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

The State Supported corridors have become a major source of ridership growth, with ridership almost doubling between 1998 and 2015. Today, nearly half of the passengers who ride an Amtrak train ride a State Supported train. The frequency of service on these routes can vary from one train to as many as 30 trains a day. Each of the 29 routes has developed in close partnership with the sponsoring State to fill route-specific transportation needs. In Connecticut, Massachusetts, New York, and Michigan, Amtrak is upgrading Amtrak- and State-owned or leased infrastructure in partnership with States to improve the performance of the State Supported Services. In North Carolina, Illinois, and Washington, States are leading infrastructure improvements to benefit their services in partnership with host railroads and others.

The State Supported Services consist of the following routes:

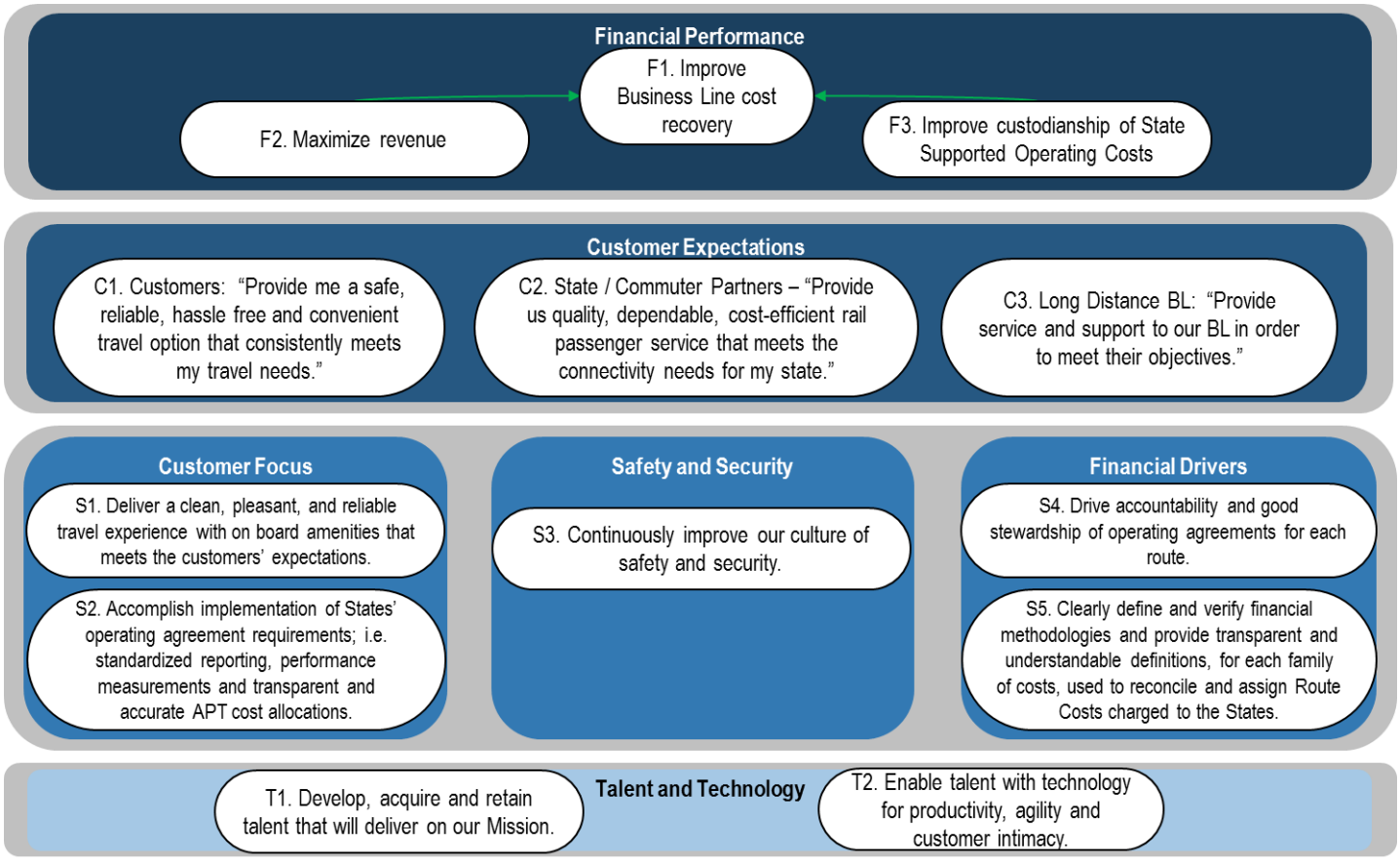
Pacific Surfliner	Chicago-St. Louis (Lincoln Service)	Piedmont
Capitol Corridor	Hiawatha	Keystone
San Joaquin	Wolverine	Pennsylvanian
Vermonter	Chicago-Carbondale (Illini/Saluki)	Ethan Allen
New Haven-Springfield	Chicago-Quincy (IL Zephyr/Carl Sandburg)	Albany-Niagara Falls-Toronto
Washington-Lynchburg	Blue Water	Empire (NYP-ALB)
Washington-Newport News	Hoosier State	Adirondack

Washington-Norfolk	Pere Marquette	Heartland Flyer
Washington-Richmond	Downeaster	Cascades
Carolinian	Kansas City-St. Louis (MO River Runner)	Maple Leaf

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

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

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



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

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

The State Supported business line 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 (STB) 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 the FRA approved the creation of the State-Amtrak Intercity Passenger Rail Committee (SAIPRC), to oversee implementation and coordinate decision making related to Section 209. This Committee was intended to create a more structured format to handle the outstanding cost-sharing and other issues related to Section 209. Specifically, it calls for the creation of specific 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 the Committee, with Amtrak, the States, and the 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 will take effect for FY16. At this time, working groups exist to consider allocation methodologies for contact centers; allocation methodologies for stations; processes for approving future equipment capital plans; processes for future updates of the Amtrak Performance Tracking (APT) system that will affect Section 209 pricing; additional documentation to help States understand Section 209 costs; and allocation methodologies for route-specific dispatching including block & tower operations.

In October 2015, the Equipment Capital Working Group of the PRIIA 305 Next Generation Equipment Committee approved an update of the Capital Investment Plan (CIP) approved in the previous year for Amtrak-owned rolling stock used in State Supported service.

While much work remains ahead for the SAIPRC, its working groups, and the PRIIA 305 Next Generation Equipment Committee, 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 State Supported business line will continue to work through these committees and working groups to address the States' wants, needs, and expectations for their services.

As we continue to resolve more and more of the technical issues of the Section 209 cost-sharing formula and the related accounting issues, we are working to shift the focus of our interactions with States to how we can work together to expand the reach, speed, and effectiveness of passenger rail services in all State corridors.

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

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

($s in Millions)	State Supported FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ticket Revenue (Adjusted)	$ 504.8	$ 525.6	$ 545.2	$ 562.7	$ 580.9
Food & Beverage	25.1	29.5	31.9	34.3	35.5
State Supported Train Revenue	255.8	262.8	268.1	273.4	278.9
Subtotal Passenger Related Revenue	**785.8**	**818.0**	**845.1**	**870.5**	**895.3**
Other Core Revenue	4.4	6.1	7.7	8.0	8.2
Ancillary Revenue	120.2	85.9	53.2	49.0	49.5
Total Revenue	**910.4**	**910.0**	**906.0**	**927.5**	**952.9**
Expenses that are Direct Responsibility of GM State Supported					
Salaries, Wages & Benefits	142.8	147.5	152.9	161.8	167.5
Train Operations	33.7	34.4	35.1	35.8	36.4
Fuel, Power & Utilities	31.5	31.9	32.3	32.6	33.0
Materials	20.3	20.6	21.0	21.4	21.8
Facility, Communication & Office	10.2	10.5	10.7	11.0	11.2
All Other Expense	3.3	3.4	3.4	3.5	3.6
Total Expense Responsibility of GM State Supported	**241.9**	**248.3**	**255.5**	**266.1**	**273.5**
Total allocated to Other Business Lines	**(78.3)**	**(78.3)**	**(80.6)**	**(83.6)**	**(85.9)**
Direct Expenses Remaining with State Supported	**$ 163.6**	**$ 170.0**	**$ 174.9**	**$ 182.5**	**$ 187.6**
Gross Margin	***746.8***	***740.0***	***731.1***	***744.9***	***765.3***
Expenses allocated into State Supported:					
GM: NEC	168.6	173.2	178.8	186.4	192.2
GM: Long Distance	183.3	183.8	189.8	198.0	204.2
Engineering	92.3	61.3	33.6	37.0	38.6
Mechanical	19.0	20.4	21.6	24.5	25.9
Customer Service	17.4	18.0	18.5	19.4	19.8
System Operations	6.4	7.0	7.4	9.4	9.8
Transportation	73.6	76.0	78.7	82.2	84.9
Safety	2.4	2.7	2.5	2.9	3.0
Business Operations	1.7	4.7	4.7	3.3	2.5
Ops Research & Planning	4.3	4.5	4.6	5.0	5.1
All Other Operations	0.6	0.6	0.6	0.7	0.7
Total from Operations	**569.7**	**552.2**	**540.8**	**568.7**	**586.7**
Train Fuel & Electric Propulsion Power	3.1	3.3	3.3	3.4	3.4
Credit Card Fees	33.0	35.2	32.3	32.2	32.7
IT	55.6	64.1	60.5	65.4	67.5
Marketing & Sales	62.7	67.3	66.2	65.6	65.2
Finance	25.1	27.4	26.1	29.7	30.5
Amtrak Police Department	14.9	16.9	16.5	17.0	17.2
General Counsel	15.5	18.9	17.5	19.2	19.4
Human Capital	12.2	17.3	16.4	18.9	19.1
EM&CS	3.1	3.5	3.2	3.5	3.6
All Other Corporate	35.5	29.2	18.0	(15.1)	(18.1)
Total from Corporate	**260.5**	**283.0**	**260.2**	**239.6**	**240.5**
Total Expenses allocated into State Supported	**$ 830.2**	**$ 835.3**	**$ 801.0**	**$ 808.4**	**$ 827.2**
Total Operating Expense	**993.8**	**1,005.2**	**975.9**	**990.9**	**1,014.8**
Adjusted Operating Loss	**$ (83.3)**	**$ (95.3)**	**$ (69.9)**	**$ (63.4)**	**$ (61.9)**

Exhibit [3–4] – Five-Year Projected Capital Investment by Program, State Supported

($s in Millions)	State Supported FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
SOGR Base	23.0	43.1	57.1	57.7	42.2	223.1
Major Projects	0.7	1.0	0.8	1.0	3.0	6.6
Safety / Mandates	4.3	0.8	0.8	0.7	0.7	7.3
Support Equipment and Vehicles	0.9	1.7	1.0	0.7	1.0	5.3
Improvements	6.0	5.3	4.8	2.2	1.7	20.0
Amtrak Support	1.0	-	-	-	-	1.0
Infrastructure Renewal	**35.9**	**51.9**	**64.5**	**62.3**	**48.7**	**263.2**
SOGR Base	7.5	21.5	22.0	21.5	21.5	93.9
Major Projects	-	0.4	0.6	3.7	3.7	8.4
Safety / Mandates	0.0	0.0	-	-	-	0.1
Improvements	5.6	12.9	8.5	6.6	7.1	40.7
Amtrak Support	-	0.0	-	-	-	0.0
NEC Master Planning	0.2	0.8	0.7	0.9	0.9	3.5
Support Equipment and Vehicles	1.2	0.8	0.8	0.8	0.9	4.4
Stations and Facilities	**14.5**	**36.4**	**32.6**	**33.4**	**34.1**	**151.1**
Amfleet Programs	30.5	28.5	29.5	28.1	28.3	144.8
Superliners	3.1	2.8	3.0	3.4	3.5	15.7
Locomotives	15.0	13.5	13.1	13.6	13.9	69.3
Horizon/Surfliner Programs	9.9	9.1	9.2	9.6	10.3	48.1
Viewliner Programs	0.1	-	-	-	-	0.1
General Safety & Reliability	1.5	1.6	1.4	1.0	1.0	6.5
Mandatory Projects	0.5	1.0	1.0	1.0	1.0	4.6
Wrecks	0.6	1.0	1.0	1.0	1.0	4.8
Fleet Overhauls	**61.2**	**57.6**	**58.3**	**57.8**	**59.1**	**293.9**
Software	9.9	15.7	14.5	14.8	14.5	69.5
Operations Foundation	9.0	9.3	11.2	4.0	1.5	35.0
Hardware	0.9	5.8	6.1	2.4	1.4	16.6
Back Office Support	0.0	1.9	0.6	0.1	0.1	2.7
Technology Systems	**19.9**	**32.7**	**32.5**	**21.2**	**17.5**	**123.7**
Special Programs	1.2	3.0	6.7	6.6	6.9	24.5
Gateway Program	**1.2**	**3.0**	**6.7**	**6.6**	**6.9**	**24.5**
Safety / Mandates	0.3	0.8	1.3	1.0	1.8	5.2
Environmental Remediation	**0.3**	**0.8**	**1.3**	**1.0**	**1.8**	**5.2**
Special Programs	2.0	-	-	-	-	2.0
Amtrak Support	1.6	0.3	0.6	0.6	0.3	3.3
Rolling Stock Acquisition	**3.6**	**0.3**	**0.6**	**0.6**	**0.3**	**5.3**
ADA Stations	8.8	11.0	11.0	11.0	11.0	52.8
Safety / Mandates	3.0	1.2	1.2	1.2	1.2	8.0
ADA Compliance	**11.9**	**12.2**	**12.2**	**12.2**	**12.2**	**60.9**
Future Capital Allocations	(5.4)	-	-	-	-	(5.4)
FAST Act: Small Business Participation Study	0.3	0.3	0.3	0.3	0.3	1.6
FAST Act: Gulf Coast Working Group	0.3	0.3	0.3	0.3	0.3	1.3
Hold Back for Operating	10.4	-	-	-	-	10.4
Capital Reserve	**5.5**	**0.6**	**0.6**	**0.6**	**0.6**	**7.7**
Federal & State Capital	**154.0**	**195.4**	**209.1**	**195.8**	**181.2**	**935.5**
Department of Homeland Security	1.6	1.0	1.3	0.6	0.8	5.3
Hudson Yards Concrete Encasement Grant	0.4	-	-	-	-	0.4
NY-NJ High Speed Rail Grant	2.8	0.5	-	-	-	3.3
Sandy Capital Relief Appropriation	-	0.1	0.0	0.0	0.0	0.2
State, Local, and Other Funds	67.0	168.6	65.9	39.4	41.3	382.1
Total Capital State Supported	**$ 225.8**	**$ 365.6**	**$ 276.3**	**$ 235.9**	**$ 223.3**	**$ 1,326.9**

LONG DISTANCE SERVICES

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

The fifteen Long Distance routes are:

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

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

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

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

Approximately 15% of total ridership comes from Long Distance trains, along with 17% of Amtrak's total revenue. Much of this ridership and revenue connects with other trains in the Amtrak system – for example, a FY14 analysis showed that, in both Chicago and Washington, DC, 41% of Capitol Limited passengers connect to or from other Amtrak trains.

Operating cost recovery for the Long Distance trains is around 48%, which is close to the average farebox recovery of 52% for U.S. commuter railroads. For FY15, Long Distance revenue was able to cover about 78% of the operating costs of crews, host railroad payments, fuel, provisions, day-to-day equipment maintenance at terminals, and stations serving only Long Distance routes – a rough

approximation of the trains' direct costs. The remaining operating costs are shared costs allocated across the Amtrak system, including shared stations, backshops, maintenance of way, yard, sales & marketing, and other. Many of these shared costs would continue to be incurred by NEC and State Supported operations in the absence of the Long Distance network.

Despite a cost recovery ratio comparable to commuter rail, and the ability to cover nearly all direct operating costs, the economics and consumer demand for Long Distance train service do not make it possible to cover all operating expenses solely with ticket revenue. Like other modes of transportation, the service requires Federal funding to keep it in operation. Amtrak intends to work with Congress and the Administration over the next five years to achieve the goal of making the Federal government both a strategic partner and a paying customer for the operation of the Long Distance network. In this way, we hope to replicate the emerging success we are seeing from the maturing PRIIA Section 209 cost sharing.

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

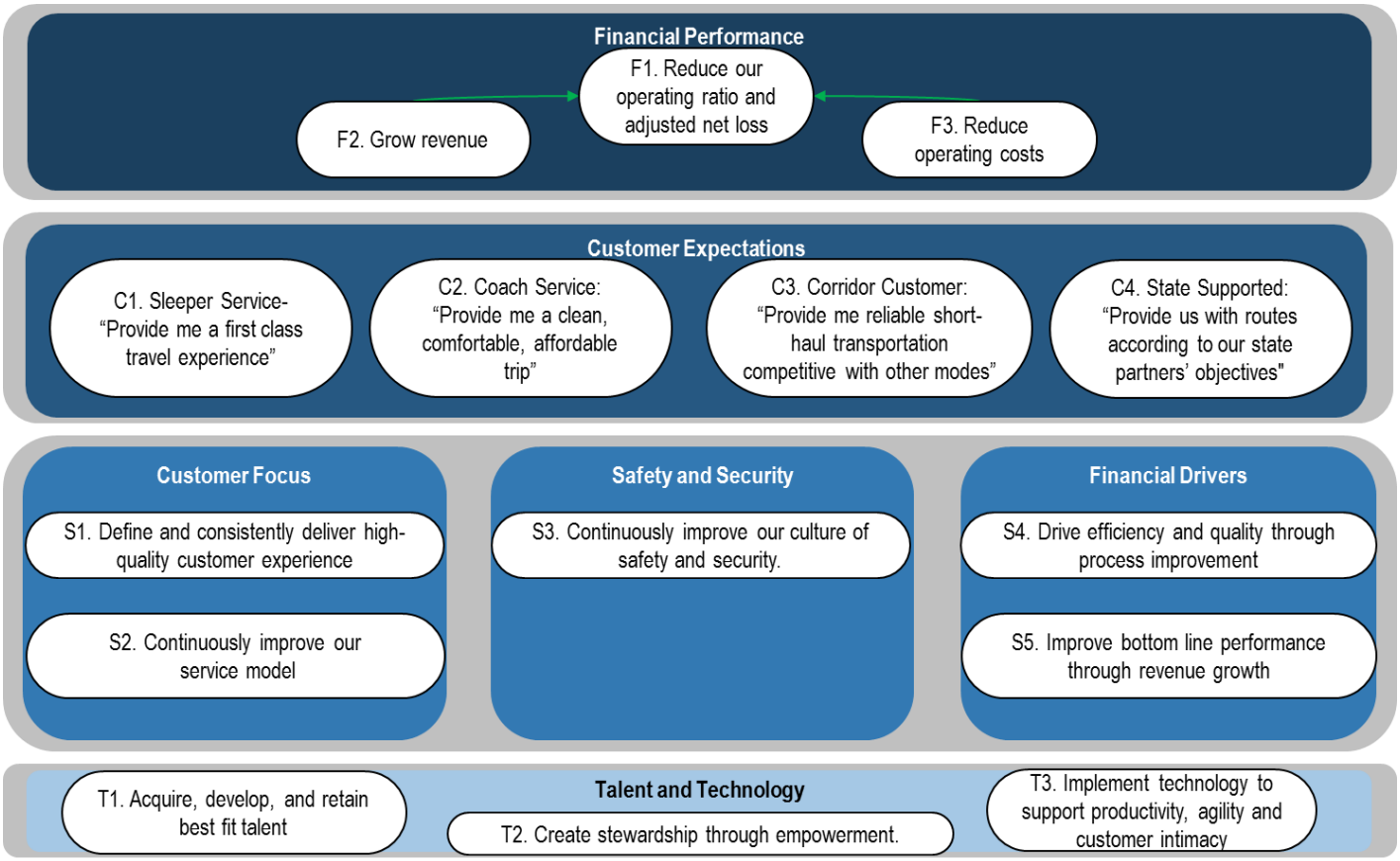
Long Distance routes also require significant capital investment. Although the routes are primarily on host railroad infrastructure, much of the current fleet equipment dates from the early 1980s and will require both overhauls and eventual replacement. The Superliner cars used in Long Distance service are the hardest-run passenger equipment in North America, with the average car traveling an annual distance equal to seven trips around the world.

Long Distance Strategy

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

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

In FY15, the Long Distance business line refreshed its strategy based on the results and experiences of the prior year. This process involved the reevaluation of the objectives, the measures used to track these objectives, and the portfolio of initiatives that are established in support of the objectives. These efforts are reflected in the following strategy:



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

- The Customers consist of sleeper passengers, long-haul coach passengers, shorter distance coach passengers, and the State Supported trains operated by the Long Distance business line for the State Supported Services business line.
- Customer Focus includes continuously improving the service model, as described further below.
- An objective of revenue growth – but revenue growth that is designed to improve bottom line performance.
- An additional Talent objective of developing a culture of stewardship through empowerment, reflecting the long periods of time that crews can be in service on a Long Distance train without immediate access to supervisors.

One significant initiative in the Long Distance business line is the "right sizing" of train consists, with a goal of running the optimal number of cars on trains. This initiative seeks to maximize revenue and minimize expenses by aggressively adjusting capacity, staffing, and fare structures to meet the market demand across seasons. This cross functional initiative includes stakeholders from Operations, Revenue Management, Mechanical, Food & Beverage, Market Research and Finance in addition to business line team members. In addition to pursuing efficiencies with seasonal

equipment deployment, the business line has recently concluded studies about how to improve the efficiency of terminal operations in Los Angeles and Chicago, and is preparing to begin implementing those conclusions in FY16 and beyond.

In addition to driving savings through efficiencies, Long Distance is also exploring how to increase revenue, in ways that result in improved gross margin to the business line. One option under consideration is a reconfiguration of existing service to serve a wider area in Texas and across the southern states. Another significant initiative is improved enforcement of the baggage policy, aimed at capturing $6 million in additional revenue by more rigorously following the current policy. In order to fully achieve this policy compliance, Amtrak will need the technology enhancements described in the Operations Foundation program in Strategic Objective T2, but the business line has begun the change management processes for these future transitions. Finally, Long Distance is exploring the possibility of adding premium coach or Business Class seating on routes where there is significant travel on shorter city pairs, to deliver extra value to those customers and improve yields. Business class has recently been added to the *Coast Starlight* and *Cardinal*, and early results are promising.

Long Distance Food and Beverage

Amtrak has committed to eliminating the loss associated with providing Food & Beverage (F&B) services on board trains within the next five years. This loss is associated with Long Distance trains due to the long duration of a typical long distance trip and the resulting food service requirements, and the PRIIA Section 209 cost sharing formula that requires States to fund F&B costs on State Supported trains. To achieve this goal, Amtrak is aggressively reviewing the service model to identify opportunities to reshape the business that address customer needs and the financial realities of providing such service.

One example of this is a test program on the *Silver Star* train between New York and Miami. The dining car has been removed to test the feasibility of providing food service entirely from the Café/Lounge car. These temporary changes are being implemented as an experiment, and Amtrak is examining customer reaction and market demand for this service. Passengers will continue to have the option of choosing traditional Dining Car service aboard the *Silver Meteor*, which operates along much of the *Silver Star* route.

In addition to the specific test on the *Silver Star*, the following elements continue to be reconsidered on other Long Distance services:

- On-board Logistics – Reduce spoilage; evaluate amenities offered; optimize on-board stock; and redefine and standardize service levels.
- Product Development and Supply Chain – Optimize product portfolio, menu development and supply chain activities.
- Training – Engage labor in revenue enhancement and cost control initiatives, and enforce loss prevention measures.
- Ticket Revenue – Align the perceived value of F&B services with revenue collected.

- Labor optimization – Align staffing with ridership and customer demand.
- Technology Enhancements and Policy Improvements – Continue implementation of point of sale system and evaluate ways to leverage new technology in decision support.
- Price Actions and Revenue Options – Continue to evaluate the menu prices and marketplace pricing. In addition, work with Finance to evaluate the feasibility of allocating a portion of ticket revenue attributable to F&B service to offset the cost of providing that service.
- Request for Information (RFI) – Pursue an RFI process to explore options for new ideas and business practices for delivery of F&B service.
- In accord with FAST, Amtrak is developing a plan, due in March, to eliminate the operating loss from food service by the end of 2020.

Exhibit [3–5] – Five-Year Projected Operating Results, Food and Beverage

($s in Millions)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Cash Sales	$ 68.5	$ 71.6	$ 74.8	$ 78.2	$ 81.7
First Class Transfer	63.4	66.3	69.2	72.4	75.6
State Contribution to Food & Beverage	13.9	14.3	14.8	15.4	16.0
Total Revenue	**$ 145.8**	**$ 152.2**	**$ 158.9**	**$ 166.0**	**$ 173.3**
OBS Labor & Support	112.1	115.4	118.9	122.5	126.1
Commissary Provisions and Management	86.5	88.0	89.5	91.0	92.6
Total Expense	**$ 198.6**	**$ 203.4**	**$ 208.4**	**$ 213.5**	**$ 218.7**
Future expense reduction, revenue increases, and allocation from ticket revenue	-	10.0	20.0	30.6	45.4
Adjusted Contribution/(Loss)	**$ (52.8)**	**$ (41.2)**	**$ (29.5)**	**$ (16.9)**	**$ 0.0**
Cost Recovery	***73%***	***80%***	***86%***	***92%***	***100%***

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

Exhibit [3–6] – Five-Year Projected Operating Results, Long Distance

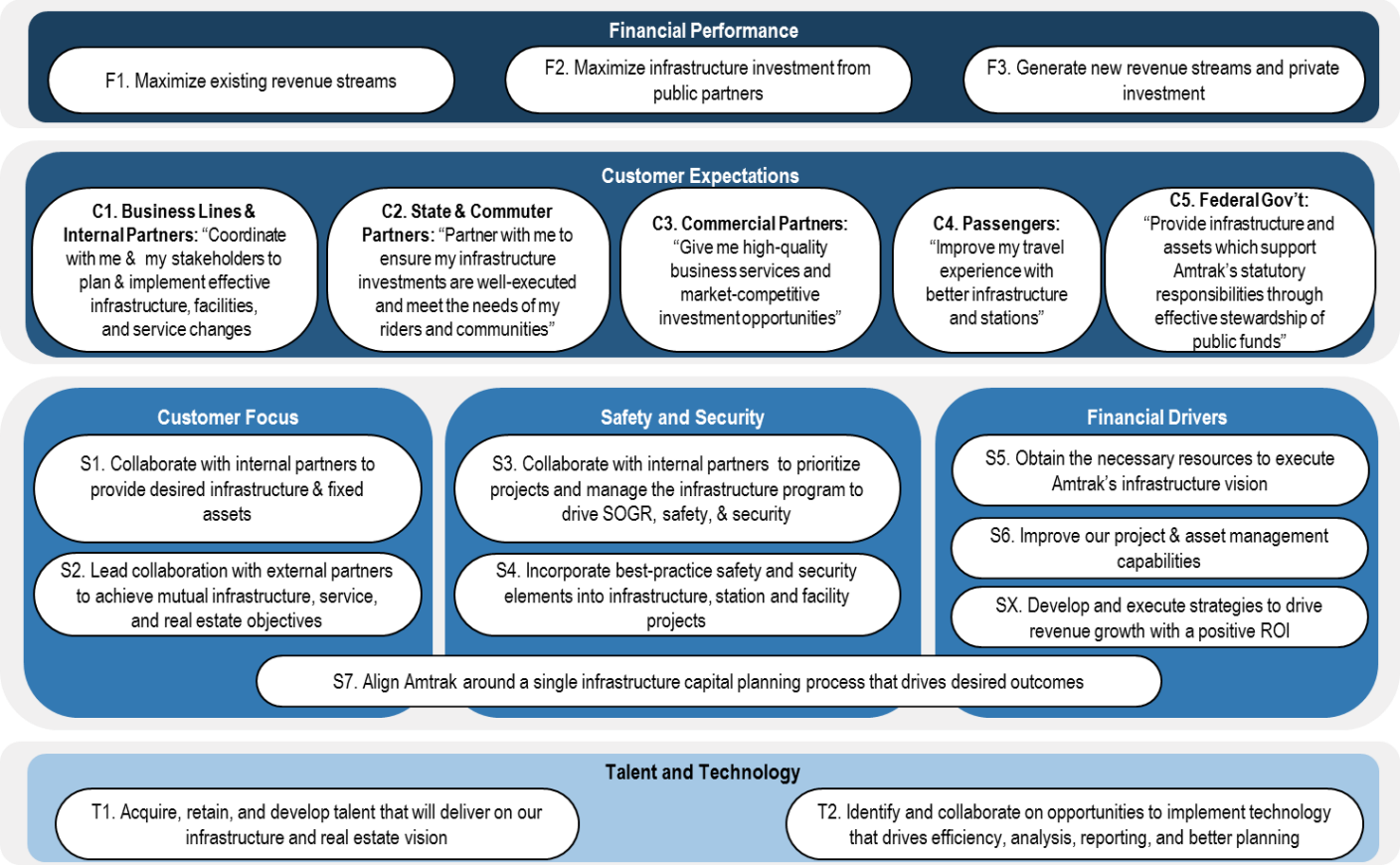
($s in Millions)	Long Distance FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ticket Revenue (Adjusted)	$ 486.1	$ 497.2	$ 507.9	$ 516.0	$ 527.7
Food & Beverage	65.6	72.6	78.3	84.3	87.1
State Supported Train Revenue	-	-	-	-	-
Subtotal Passenger Related Revenue	**551.6**	**569.8**	**586.2**	**600.3**	**614.9**
Other Core Revenue	3.9	7.1	13.2	13.3	13.5
Ancillary Revenue	53.4	44.7	44.9	45.1	45.5
Total Revenue	**609.0**	**621.5**	**644.3**	**658.8**	**673.9**
Expenses that are Direct Responsibility of GM Long Distance					
Salaries, Wages & Benefits	541.1	558.5	578.6	608.2	629.3
Train Operations	20.5	20.8	21.2	21.6	22.0
Fuel, Power & Utilities	84.6	85.6	86.5	87.5	88.5
Materials	51.5	52.5	53.6	54.6	55.6
Facility, Communication & Office	30.8	31.7	32.5	33.6	34.6
All Other Expense	4.1	4.3	4.4	4.6	4.7
Total Expense Responsibility of GM Long Distance	**732.7**	**753.4**	**776.9**	**810.0**	**834.6**
Total allocated to Other Business Lines	**(207.4)**	**(208.5)**	**(215.1)**	**(224.2)**	**(231.0)**
Direct Expenses Remaining with Long Distance	**$ 525.3**	**$ 544.9**	**$ 561.8**	**$ 585.8**	**$ 603.6**
Gross Margin	***83.7***	***76.6***	***82.5***	***72.9***	***70.3***
Expenses allocated into Long Distance:					
GM: NEC	97.4	95.6	98.4	102.1	104.8
GM State Supported	75.6	78.0	80.2	83.3	85.6
Engineering	8.2	(0.5)	1.3	2.8	3.9
Mechanical	31.4	34.9	37.8	43.0	46.1
Customer Service	58.6	60.5	62.3	64.9	67.6
System Operations	7.9	8.3	8.7	11.2	11.7
Transportation	66.8	69.9	72.2	75.5	77.9
Safety	2.5	2.5	2.8	3.3	3.4
Business Operations	2.3	5.1	5.8	4.3	3.3
Ops Research & Planning	6.5	6.6	6.8	7.2	7.4
All Other Operations	0.7	0.7	0.8	1.0	1.0
Total from Operations	**357.8**	**361.7**	**377.0**	**398.6**	**412.8**
Train Fuel & Electric Propulsion Power	3.0	3.0	3.0	3.1	3.1
Credit Card Fees	36.2	36.0	39.0	38.4	38.0
IT	66.0	69.6	80.2	86.5	87.0
Marketing & Sales	57.8	61.0	65.3	70.5	69.8
Finance	32.0	33.0	36.5	41.5	42.0
Amtrak Police Department	9.7	10.7	11.4	12.0	12.3
General Counsel	18.5	20.4	23.3	25.5	25.2
Human Capital	15.5	19.4	22.4	25.8	25.6
EM&CS	3.4	3.4	3.6	4.1	4.2
All Other Corporate	27.3	13.1	9.4	(35.7)	(40.6)
Total from Corporate	**269.3**	**269.6**	**294.0**	**271.8**	**266.6**
Total Expenses allocated into Long Distance	**$ 627.1**	**$ 631.3**	**$ 671.0**	**$ 670.3**	**$ 679.4**
Total Operating Expense	**1,152.4**	**1,176.2**	**1,232.8**	**1,256.2**	**1,283.0**
Adjusted Operating Loss	**$ (543.4)**	**$ (554.6)**	**$ (588.5)**	**$ (597.4)**	**$ (609.1)**

Exhibit [3–7] – Five-Year Projected Capital Investment, Long Distance

($s in Millions)	Long Distance FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
SOGR Base	$ 21.3	$ 26.0	$ 27.1	$ 28.6	$ 27.8	$ 130.8
Major Projects	0.7	1.2	0.9	1.1	4.4	8.3
Safety / Mandates	0.9	0.4	0.4	0.4	0.4	2.5
Support Equipment and Vehicles	0.1	0.3	0.2	0.1	0.2	0.8
Improvements	0.6	1.3	2.3	3.0	2.2	9.4
Amtrak Support	0.2	-	-	-	-	0.2
Infrastructure Renewal	**23.7**	**29.1**	**30.9**	**33.2**	**34.9**	**151.9**
SOGR Base	1.3	4.0	4.0	4.1	4.3	17.8
Major Projects	-	5.6	4.0	8.9	5.9	24.4
Safety / Mandates	0.0	0.0	-	-	-	0.0
Improvements	25.1	16.5	16.6	19.9	6.4	84.4
Amtrak Support	-	0.0	-	-	-	0.0
NEC Master Planning	0.5	2.0	1.7	2.2	2.3	8.8
Support Equipment and Vehicles	0.2	0.1	0.1	0.1	0.1	0.7
Stations and Facilities	**27.1**	**28.2**	**26.5**	**35.3**	**19.1**	**136.1**
Amfleet Programs	20.5	19.5	20.2	6.4	1.8	68.4
Acela Programs	-	-	-	-	-	-
Superliners	61.4	57.0	65.5	68.4	65.7	317.9
Locomotives	25.0	24.4	19.8	20.6	21.0	110.9
Horizon/Surfliner Programs	0.2	0.3	0.2	0.2	0.3	1.2
Viewliner Programs	8.7	8.2	9.2	8.7	9.7	44.5
General Safety & Reliability	1.2	1.7	0.2	0.2	0.2	3.5
Mandatory Projects	0.1	0.2	0.2	0.2	0.2	0.7
Wrecks	0.1	0.2	0.2	0.2	0.2	0.7
Fleet Overhauls	**117.3**	**111.5**	**115.4**	**104.8**	**99.0**	**547.9**
Software	1.6	2.4	2.3	2.3	2.3	10.8
Operations Foundation	1.4	1.5	1.8	0.6	0.2	5.5
Hardware	0.2	1.0	1.0	0.4	0.2	2.7
Back Office Support	0.0	0.5	0.1	0.0	0.0	0.6
Technology Systems	**3.1**	**5.3**	**5.1**	**3.3**	**2.7**	**19.6**
Special Programs	1.8	4.5	9.5	9.4	9.6	34.7
Gateway Program	**1.8**	**4.5**	**9.5**	**9.4**	**9.6**	**34.7**
Safety / Mandates	2.7	1.2	0.8	1.8	0.4	6.8
Environmental Remediation	**2.7**	**1.2**	**0.8**	**1.8**	**0.4**	**6.8**
Special Programs	42.3	63.8	12.6	-	-	118.7
Amtrak Support	0.3	0.0	0.1	0.1	0.0	0.5
Rolling Stock Acquisition	**42.5**	**63.9**	**12.7**	**0.1**	**0.0**	**119.3**
ADA Stations	26.5	33.0	33.0	33.0	33.0	158.5
Safety / Mandates	0.5	0.2	0.2	0.2	0.2	1.3
ADA Compliance	**27.0**	**33.2**	**33.2**	**33.2**	**33.2**	**159.8**
Future Capital Allocations	(0.9)	-	-	-	-	(0.9)
FAST Act: Small Business Participation Study	0.0	0.0	0.0	0.0	0.0	0.2
FAST Act: Gulf Coast Working Group	0.3	0.3	0.3	0.3	0.3	1.3
Hold Back for Operating	1.6	-	-	-	-	1.6
Capital Reserve	**1.1**	**0.3**	**0.3**	**0.3**	**0.3**	**2.3**
Federal & State Capital	**$ 246.2**	**$ 277.3**	**$ 234.3**	**$ 221.3**	**$ 199.2**	**$ 1,178.4**
Department of Homeland Security	0.3	0.2	0.2	0.1	0.1	0.8
Hudson Yards Concrete Encasement Grant	0.6	-	-	-	-	0.6
NY-NJ High Speed Rail Grant	4.4	0.8	-	-	-	5.3
Sandy Capital Relief Appropriation	-	0.2	0.1	0.1	0.1	0.3
State, Local, and Other Funds	13.1	24.4	45.3	50.7	53.1	186.6
Total Capital Long Distance	**$ 264.6**	**$ 302.8**	**$ 280.0**	**$ 272.1**	**$ 252.5**	**$ 1,371.9**

INFRASTRUCTURE AND INVESTMENT DEVELOPMENT

The Infrastructure & Investment Development (IID) organization performs numerous integral functions within Amtrak, including: long-term infrastructure planning, capital project management, corridor relationship management and coordination, and real estate asset management and development. The mission of this newly-evolving organization is to lead the development of Amtrak's nation-wide infrastructure and real estate to meet the future needs of rail passengers and other users. The IID organization will fulfill this mission through the following strategy:



In accordance with this mission, Amtrak is pursuing a programmatic approach to leverage its assets and gain strategic and financial value for the corporation, while attracting private sector interest and capital to fund Amtrak's long-term capital plan. The program will better utilize existing assets to drive the core business; realize substantial infusions of private equity; identify new sources of revenue that can be reinvested into the system; and demonstrate a more sophisticated acumen for operating as a business and identifying opportunities to maximize the value of Amtrak's portfolio of assets.

Amtrak's Real Estate department recently merged with the existing Northeast Corridor Infrastructure and Investment Development (NEC-IID) organization to establish a unified approach to maximize the value of Amtrak's infrastructure, assets and facilities nation-wide. IID will serve as the lead for real estate asset development assessments and oversight of asset improvement programs on a nationwide basis. Facility planning and development is also being aligned with real

property asset management to allow comprehensive oversight and implementation of processes to ensure the most efficient utilization of Amtrak's owned and leased property in support of Amtrak corporate goals.

Some major efforts currently underway and discussed in more detail in the following sections include creating the Amtrak Vision for the Northeast Corridor, Major Station Master Planning, the Gateway Program, PRIIA Section 212 Implementation, and developing the Five-Year NEC Capital Plan.

Amtrak Vision for the Northeast Corridor

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

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

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

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

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

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

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

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

The B&F Plan also pointed to enhanced cost sharing among NEC users to support state of good repair and other improvement projects to the existing corridor that provide the greatest benefits to their services. Such cost sharing will materialize in FY16 with the implementation of the cost allocation methodology developed by the NEC Commission and adopted in final version at the end of 2015 pursuant to the requirements in Section 212 of PRIIA. Section 212 calls for a standardized formula for determining and allocating costs for the commuter and intercity use of Northeast Corridor shared-use infrastructure and assets, and for ending cross-subsidization between

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

Major Station Master Planning

As Amtrak seeks to better utilize its asset portfolio to drive revenue and reinvestment, master planning for major stations advances, consistent with Amtrak's role as steward of this critical infrastructure. Amtrak has initiated master planning efforts at its major stations recognizing that these stations act as critical urban gateways and regional hubs. These efforts acknowledge the growing importance of cities, demographics shifts and reinvestments now taking place at major rail stations across the nation. In addition, these plans look to address the capacity constraints found at many NEC stations due to increased ridership and aging infrastructure. Amtrak currently has master planning initiatives underway or starting in New York City, Philadelphia, Baltimore, Washington, D.C., and Chicago.

New York Penn Station and Moynihan Station: Amtrak has begun preliminary work to initiate a master planning process for the largest passenger rail station in Amtrak's network and the nation, New York Penn Station. Serving over 126 million annual rail passengers across Amtrak, Long Island Rail Road, and NJ TRANSIT, the station is unparalleled in its importance as a gateway to the New York Region but also faces steep challenges due to overcrowding and outdated infrastructure. At the same time, major investments that are planned or underway, including the conversion of the historic Farley Post Office across Eighth Avenue from Penn Station to the new Moynihan Station, and the creation of a new Penn Station concourse with eight new tracks south of 31st Street as part of the Gateway Program, will transform how Penn Station is used and experienced. The Penn Station Master Plan will seek to integrate the these new elements into the overall Penn Station "Campus" while strengthening and improving connections from the train station facilities to nearby public transit and the streets and sidewalks of the larger Penn Station district. The Master Plan will also focus on increasing revenues to Amtrak by enhancing and expanding the retail offerings throughout the Campus while improving passenger concourses, vertical circulation, and passenger amenity. The Master Plan will be conducted in partnership with key Federal, State, City and railroad agency partners as well as community stakeholders.

Philadelphia 30th Street Station: In 2014, Amtrak and partners launched the Philadelphia 30th Street Station District Plan. This plan is a two-year project to conduct a planning study with partner landowners — Brandywine Realty Trust, Drexel University, the Pennsylvania Department of Transportation (PennDOT), the Southeastern Pennsylvania Transportation Authority (SEPTA), and other public and private partners — to develop a future vision not only for the station but for the surrounding district. This planning process aims to connect different modes of transportation, find ways to elevate the customer experience at the station and determine the feasibility of overbuild. The project partners are engaging with the surrounding community by offering five public open houses throughout the length of the project which is anticipated to be completed in Summer 2016.

Baltimore Penn Station: As part of a programmatic approach to asset optimization, Amtrak is exploring the opportunity of a Master Development partnership for Baltimore Penn Station that provides opportunities for strategic alignment between Amtrak and a private counterparty or multiple counterparties. A Master Developer would be selected for all aspects of project delivery including planning, design, construction, financing, and operations/maintenance, with a scope to include the potential development of the station's upper floors and undeveloped land parcels adjacent to the station. The Master Developer approach would work in concert with simultaneous efforts to improve the station facility in the near-term, which include a number of State of Good Repair, and track and platform infrastructure projects.

Washington Union Station: In 2012, Amtrak, alongside key Union Station stakeholders, released the Union Station Master Plan. Renamed to reflect the plan's lasting impact, Washington Union Station's 2nd Century Plan is a comprehensive expansion and improvement initiative projected to triple passenger capacity and double train capacity by modernizing and expanding station facilities over the next 20 years.

Significant planning and feasibility initiatives have been advanced toward the implementation of 2nd Century's Phase 1 tasks – most notably concept design for Terminal Rail Yard Infrastructure Improvements and the Claytor Concourse Expansion. Through the Concourse Expansion, Union Station's sole intercity and commuter concourse will be expanded and modernized to alleviate congested conditions, doubling its present capacity. The project will enhance passenger comfort and accessibility, while enlivening the space with new architectural finishes and natural light. Concept design for an expanded concourse/boarding area was completed in 2015, with 100% design now underway. Relocation of certain utility equipment will begin in winter 2016 and more visible construction work will begin toward the end of 2016.

While the Concourse Expansion will be the first set of improvements to come to life as part of Phase 1 of Washington Union Station's 2nd Century Plan, ongoing design, feasibility, and environmental compliance work to advance the 2nd Century Plan continues simultaneously. The Federal Railroad Administration is preparing an Environmental Impact Statement (EIS) in accordance with the National Environmental Policy Act (NEPA) that is expected to be completed in 2018.

Chicago Union Station: As part of an ongoing effort to improve Chicago Union Station, Amtrak and its Union Station partners are advancing a comprehensive development and improvement program at the station. The development program falls in-line with Amtrak's new innovative procurement approach for engaging a Master Developer for all aspects of project delivery resulting in accelerated implementation. Simultaneously, Amtrak and its partners are advancing short term improvements outlined in the 2012 Chicago Union Station Master Plan. These early action improvements, known as Phase 1, include facility improvements that will better accommodate the growing demand from both intercity and commuter rail passengers. The first stage of Phase 1, Phase 1A was recently initiated and includes planning, historic review and preliminary engineering work.

Gateway Program

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

In addition to the long-term benefits of additional capacity and improved performance, the construction of a new Hudson River Tunnel is necessary to preserve existing Northeast Corridor rail service because of Super Storm Sandy damage to the century-old Hudson River rail tunnel. Following salt water inundation of the tunnels during Super Storm Sandy, an expert consultant engineering study that assessed the condition of the existing Hudson and East River tunnels recommended that the both tubes of the Hudson Tunnel and two tubes of the East River Tunnel be taken out of service, one tube at a time, to completely rebuild interior components damaged by the seawater that penetrated the tunnels' bench walls, supporting electrical systems, and track ballast. In response, Amtrak has developed the Hudson Tunnel Project in cooperation with the Federal Railroad Administration and NJ Transit as the first major element of the Gateway Program to go forward. The Hudson Tunnel Project includes the construction of a new two-track Hudson River rail tunnel and the complete rehabilitation of the existing Hudson River Tunnel. Procurement for the NEPA Services and Preliminary Engineering consultants was underway at the beginning of FY16 by NJ Transit and Amtrak, respectively and the NEPA/P.E. process is expected to advance over a period of 2-4 years.

Amtrak also successfully protected a future possible Hudson Tunnel alignment from encroachment at Hudson Yards. Taking advantage of the developers' accelerated construction schedule and utilizing a P3 structure, Amtrak began construction at the end of FY13 on the first phase of the Hudson Yards Right-of-Way Preservation project to secure the future alignment of the Hudson Tunnel through Hudson Yards, where a major, mixed-use office and residential project of 13 million square feet is being erected by Related Companies and Oxford Properties Group. The first 825 feet of the concrete casing to protect the Gateway right-of-way – between 10th and 11th Avenues – has been completed, and Amtrak has moved on to preserve the next 105 feet under the 11th Avenue viaduct. This work was supported in part by funding made available in the Disaster Relief Appropriations Act of 2013 in response to Super Storm Sandy.

The major elements of the Gateway Program include the following:

- Hudson Tunnel Project: A new Hudson River rail tunnel from the Bergen Palisades in New Jersey to Manhattan that will directly serve Penn Station and the rehabilitation of the existing Hudson River Tunnel damaged by Super Storm Sandy. The new tunnel will, initially, allow the existing Hudson River tunnel system to be taken out of service for extensive repairs. Once the new tunnel is built and the existing tunnel is repaired, four tracks under the Hudson River will provide greater service reliability and operational flexibility for NJ Transit (NJT) and Amtrak services and lay the basis for the expansion of rail capacity as envisioned under the Gateway Program.

- Expanded Moynihan/Penn Station, New York: The southern expansion of existing Penn Station New York tracks and platforms, and the creation of new "Penn South" concourses with direct connections to the future Moynihan Station, will support the long-term growth of commuter and intercity passenger rail service at both Penn Station and the historic Farley Post Office Building, which is being transformed into the new Moynihan Station by the Moynihan Station Development Corporation. The expansion of Penn Station in concert with a new, two-track tunnel under the Hudson River will allow the doubling of rail service into Penn Station from New Jersey, responding to the continued, growing demand of the New Jersey commuter market into Manhattan and intercity and high-speed Amtrak services on the NEC.

- New Portal Bridges: Two new high-level, fixed bridges, known as Portal Bridge North and South, will replace the 100-year-old moveable Portal Bridge over the Hackensack River between Kearny and Secaucus, New Jersey, doubling corridor capacity. Final design and federal environmental review for the North Bridge, the first to be constructed, has been completed. The new bridge is estimated to cost $1 billion over a 5-year construction period, and will proceed with the cooperation of NJT and Amtrak as soon as funding can be secured.

- Newark-to-Secaucus Improvements: The existing NEC will be greatly improved between Newark and Secaucus, New Jersey. The main line will be expanded from two to four tracks between Newark and the Bergen Palisades tunnel portals. Better connections will be built to link the NEC with existing NJT rail services, as well as new direct connections to NJT's Main, Bergen, Pascack Valley and Metro-North Port Jervis Lines. Various bridges will also be upgraded or replaced.

Over the past three years, Amtrak has made substantial progress in raising public awareness about the need for the critical infrastructure improvements that comprise Gateway, and in taking decisive actions to protect the Gateway alignment through Manhattan. The ongoing deterioration of the tunnel infrastructure has also focused public and stakeholder attention on the need for the Gateway Program. A week of successive power failures and service delays in July 2015 caused major disruptions to NJT and Amtrak services and motivated elected officials in New York, New Jersey, and the Federal government to act. In November 2015, Federal and State officials announced agreement around a broad set of principles to advance the Gateway Program, including creating a Gateway Development Corporation as an affiliate of the Port Authority of New York and New Jersey to be governed by Amtrak, the two states, and the U.S. Department of Transportation, to serve as overall

Program lead. Additionally, the goal of achieving a 50%-50% sharing of Gateway Program costs between Federal and State funds, which represents a general average of the various share requirements of the various Federal Intercity Rail and Transit funding programs that are applicable to the Program, was endorsed. Fleshing out the legal and governance structure of the new Gateway Development Corporation and Amtrak's role in it will be a major focus in the coming year.

Summary of Preliminary Gateway Program Strategic Areas of Focus for FY17-21

1 Year	3 Years	5 Years
Gateway Development Corporation • Evaluate governance structure and define Amtrak's role • Open Gateway Program project office and finalize institution and governance structure • Complete Program Development Study: • Funding and finance plan • NY-NJ Property Strategy • Economic Benefit Study • NY Penn Station District Plan • Risk Register **Environmental:** • Hudson River Tunnel Project • Harrison 4th Track • "Saw Tooth" Bridge **Construction:** • Complete Hudson Yards Concrete Casing – Phase 1 and the 11th Avenue Extension. • Begin Portal North Bridge Early Works Projects with NJT **Property Acquisition** • Begin property acquisition for Hudson Tunnel Project	**Gateway Development Corporation** • Apply for RRIF Loan and other funding/finance streams **Concept Design:** • Portal South Bridge/ Secaucus South • High Line Renewal **Environmental**: • Hudson Tunnel Project - ROD • Penn Station Expansion • NJ High Line Renewal Program **P.E. and Final Design** • "Saw Tooth" Bridge **Construction:** • Hudson Yard Concrete Casing – Phase 3 • Portal North Bridge – Major Construction • Harrison 4th Track **Property Acquisition** • Continue property acquisition for Hudson Tunnel Project	**Gateway Development Corporation** • Secure remaining funding/ funding streams **Design** • Complete design of remaining Gateway program elements **Environmental** • Gateway Program Tier II NEPA **Construction** • Continue construction of Hudson Yards Phase 3 • Begin construction of Hudson Tunnel Project • Penn Station Expansion Acquisition/ Construction • Complete Portal North Bridge • "Saw Tooth" Bridge • High Line Renewal

PRIIA Section 212 Implementation

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

based upon factors that reasonably reflect relative use, of cost incurred for the common benefit of more than one service.

The NEC Commission adopted a cost-sharing formula in September, 2015. Implementation of this new allocation methodology in FY16 should result in additional commuter investments in Amtrak's NEC infrastructure that will supplement Amtrak's own capital funding, and usher in a new cooperative planning and coordination regime across the full NEC network.

NEC Commission Five-Year NEC Capital Plan

The members of the NEC Commission are collaborating on the annual update of the comprehensive, network-wide, Five-Year Northeast Corridor Capital Plan for FY2017-FY2021. The purpose of the Plan is to integrate service and infrastructure planning across the entire corridor so that all of the planned capital investments NEC assets, regardless of ownership or project sponsor, can be understood and coordinated across the network. Such visibility and coordination will permit necessary resource, track outage and procurement planning and prioritization, as well as improved project delivery and efficiency. Additionally, the Plan provides a collaborative process for programming the shared-use investments that are subject PRIIA Section 212 NEC Commission's cost allocation policy. With greater user financial participation in the capital costs of shared-use NEC infrastructure occurring in FY17, enhanced collaboration and planning processes must be deployed to ensure appropriate transparency and participation among all NEC users and owners.

The recently enacted reauthorization legislation, Fixing America's Surface Transportation (FAST) Act continues the requirement for the NEC Commission to develop a Five-Year capital investment plan of the NEC. Amtrak projects will be the major component of that plan. The Plan will:

- Reflect coordination and network optimization across the entire Northeast Corridor;
- Integrate the individual capital and service plans developed by each operator using the methods described in the cost allocation policy;
- Identify, prioritize, and phase the implementation of projects and programs to achieve the service outcomes identified in the Northeast Corridor service development plan and the asset condition needs identified in the Northeast Corridor asset management plans, once available; and;
- Include a financial plan that contains the identification of funding sources and financing methods.

The NEC Commission's recommendation in 2015 for the establishment of a new Federal up to 80%/20% matching program for shared-use NEC infrastructure was partially incorporated in the FAST Act for State of Good Repair backlog projects. Subject to appropriation funding, the Federal-State Partnership for State of Good Repair grant program (Sec. 11302) can, on a competitive basis, provide matched funding that can begin to reduce the high level of state of good repair backlog. In addition, the FAST Act now permits the Federal Transit Administration's Fixed Guideway Capital

Investment Grants (Sec. 5309, New Starts/Core Capacity) discretionary program to share funding for eligible joint public transportation (e.g., commuter rail) and intercity passenger rail projects.

Amtrak's own NEC infrastructure capital plan will both inform and be derived from the NEC Commission Five-Year Capital Investment Plan, detailing the programs of investment in both the shared-use and sole-use territories utilized by Amtrak in the NEC. The capital investment levels for NEC infrastructure in this document are predicated on current draft versions of the NEC Commission Plan for the FY17-FY21 periods, and will be updated to reflect the final Plan which is scheduled to be adopted by the Commission in March 2016.

The NEC Commission's Plan incorporates the adopted Commission's cost allocation methodology' including the anticipated payments from NEC commuter authorities for their respective shares of the allocated operating and capital costs of the shared-use NEC infrastructure operated by Amtrak. The Plan also reflects Amtrak's required payments to other NEC infrastructure owners for Amtrak's use of such infrastructure, and Amtrak's own required investments in its infrastructure pursuant to the cost allocation methodology. It is anticipated that plan refinements will be incorporated in the FY17-FY21 Plan, such as linking Plan projects with goals and outcomes, identifying the most critical projects with large unfunded needs and strengthening the emphasis on basic infrastructure needs.

Exhibit [3–8] – Five-Year Projected Operating Results, Infrastructure and Investment Development

($s in Millions)	Infrastructure & Investment Development FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ticket Revenue (Adjusted)	$ 3.1	$ -	$ -	$ -	$ -
Food & Beverage	0.2	-	-	-	-
State Supported Train Revenue	2.0	-	-	-	-
Subtotal Passenger Related Revenue	**5.3**	**-**	**-**	**-**	**-**
Other Core Revenue	0.6	1.3	2.9	3.5	3.9
Ancillary Revenue	84.7	114.0	116.3	121.4	127.0
Total Revenue	**90.6**	**115.3**	**119.2**	**124.9**	**131.0**
Expenses that are Direct Responsibility of the GM					
Total Expense Responsibility of the GM	-	-	-	-	-
Total allocated to Other Business Lines	-	-	-	-	-
Direct Expenses Remaining with BL	$ -	$ -	$ -	$ -	$ -
Gross Margin	***90.6***	***115.3***	***119.2***	***124.9***	***131.0***
Expenses allocated into Infrastructure & Investment Development:					
Total from Operations	**1.2**	**5.9**	**5.9**	**6.0**	**6.0**
Train Fuel & Electric Propulsion Power	0.2	-	-	-	-
Credit Card Fees	0.8	0.3	0.3	0.3	0.4
All Other Corporate	11.8	26.1	27.6	32.0	34.2
Total from Corporate	**12.8**	**26.5**	**27.9**	**32.4**	**34.5**
Total Expenses allocated into Infrastructure & Inv. Dev.	**$ 14.0**	**$ 32.3**	**$ 33.8**	**$ 38.4**	**$ 40.6**
Total Operating Expense	**14.0**	**32.3**	**33.8**	**38.4**	**40.6**
Adjusted Operating Loss	**$ 76.6**	**$ 83.0**	**$ 85.4**	**$ 86.5**	**$ 90.4**

Exhibit [3–9] – Five-Year Projected Capital Investment, Infrastructure and Investment Development

($s in Millions)	Infrastructure & Investment Development					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Major Projects	$ -	$ 5.0	$ 5.0	$ 5.0	$ 5.0	$ 20.0
Support Equipment and Vehicles	27.8	27.6	27.9	28.1	29.4	140.8
Improvements	0.0	-	-	-	-	0.0
Infrastructure Renewal	**27.8**	**32.6**	**32.9**	**33.1**	**34.4**	**160.8**
SOGR Base	11.0	22.0	42.0	42.0	32.0	149.0
Safety / Mandates	0.6	-	-	-	-	0.6
Improvements	7.7	37.0	33.2	32.5	12.4	122.8
Stations and Facilities	**19.3**	**59.0**	**75.2**	**74.5**	**44.4**	**272.4**
Safety / Mandates	2.8	5.2	5.0	5.0	3.0	21.0
Environmental Remediation	**2.8**	**5.2**	**5.0**	**5.0**	**3.0**	**21.0**
Federal & State Capital / Amtrak Operating Profits[(a)]	**$ 49.9**	**$ 96.8**	**$ 113.1**	**$ 112.7**	**$ 81.8**	**$ 454.2**
State, Local, and Other Funds	0.4	-	-	-	-	0.4
Total Capital Infrastructure & Investment Development	**$ 50.3**	**$ 96.8**	**$ 113.1**	**$ 112.7**	**$ 81.8**	**$ 454.6**

[(a)] **Fund Sources for these Programs are:**	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Federal & State Capital	(26.7)	13.8	27.6	26.2	(8.6)	32.4
Amtrak Operating Profits	76.6	83.0	85.4	86.5	90.4	421.8
Federal & State Capital / Amtrak Operating Profits	**$ 49.9**	**$ 96.8**	**$ 113.1**	**$ 112.7**	**$ 81.8**	**$ 454.2**

Economic Impact of Amtrak Activities

INTRODUCTION

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

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

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

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

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

THE ECONOMIC IMPACT OF TRAVEL

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

The U.S. Travel Association estimates that, in 2014, travelers made 2.1 billion "person-trips" in the United States with those trips generating $928 billion in traveler spending.[6] Respectively, travel-generated employment in 2014 was 8.0 million in American jobs that cannot be outsourced abroad, directly producing about $222 billion in payroll for Americans and approximately $142 billion in tax revenue for Federal, State and local governments.[7] Utilizing the data published in *The Impact of Travel on State Economies,* Amtrak incorporated the following information into its calculation of the economic impact of Amtrak travelers with key statistics utilized in this analysis circled:

Exhibit [4–1] – U.S. Travel Spending Key Metrics – 2014[6]

Category	2014 U.S. Travel Spending ($ billions)	Payroll Supported by Travel Spending ($ billions)	Payroll % of Travel Spending	Jobs Supported by Travel Spending (thousands)	Average Annual Wage / Job
Public Transportation	$ 175.6	$ 48.0	27.3%	956.3	$ 50,193.5
Auto Transportation	162.8	8.2	5.0%	265.8	30,850
Subtotal Transportation	**$ 338.4**	**$ 56.2**	**16.6%**	**1,222.1**	**$ 45,986.4**
Lodging	181.7	40.6	22.3%	1,481.6	27,403
Foodservices	220.3	55.0	25.0%	3,160.0	17,405
Recreation/Amusement	92.7	37.3	40.2%	1,341.9	27,796
Retail	94.7	12.6	13.3%	491.4	25,641
Travel Planning	-	7.7	0.0%	164.7	46,752
Subtotal Non-Transportation	**$ 589.4**	**$ 153.2**	**26.0%**	**6,639.6**	**$ 23,073.7**
Total Travel Spending	**$ 927.9**	**$ 209.4**	**22.6%**	**7,861.7**	**$ 26,635.5**

Exhibit [4–2] – Taxes Generated by U.S. Travel Spending – 2014[6]

Government	Taxes ($ billions)	% Total of Travel Spending
Federal	$ 77.1	8.3%
State	39.9	4.3%
Local	24.4	2.6%
Total	**$ 141.5**	**15.2%**

A person-trip is defined as one person traveling at least 50 miles from home one-way or spending at least one night away from home. Utilizing the 2014 total travel spending of $928 billion amongst 2.1 billion person-trips, regardless of mode of transportation, the 2014 average total spend per person-trip was $434. Excluding the cost of transportation, the total spend per person-trip was $275:

[6] U.S. Travel Answer Sheet, U.S. Travel Association, https://www.ustravel.org/sites/default/files/page/2013/08/US_Travel_AnswerSheet.pdf

[7] U.S. Travel Association, *The Impact of Travel on State Economies (2014)*, 2014 Research Report, Page 3

Exhibit [4–3] – Total Travel Spending – 2014

Category	Travel Spending ($ billions)	Person-Trips (billions)	Spending Per Person-Trip ($)
Transportation	$ 338.4	2.1	$ 158
Non-Transportation	589.4	2.1	275
Total Travel Spending	**$ 927.9**	**2.1**	**$ 434**

TRAVEL EXPENDITURES BY AMTRAK PASSENGERS

The U.S. Travel Association key statistics were applied to Amtrak's ridership in order to compute the total economic impact of Amtrak's passengers during their travels. In FY14, Amtrak transported 30.9 million passengers, a number which includes commuters traveling on multi-ride tickets. These commuters do not meet the definition of a person-trip as defined by the U.S. Travel Association and were excluded from the analysis. The adjusted ridership number without multi-ride passengers is 28.2 million passengers. Amtrak passenger spending on transportation costs reflects the purchase of Amtrak tickets, revenues from which are used to pay Amtrak employees and purchase goods and services. The economic benefit of Amtrak spending activity is quantified in the following section, excluding the cost of the transportation itself. Amtrak's economic benefit due to passenger spending, jobs supported by travel expenditures, and tax revenue generated is as follows:

Exhibit [4–4] – Amtrak Passenger Spending, Jobs Supported and Tax Revenue Generated – 2014

Spending by Passengers in FY 2014		NEC	State Supported	Long Distance	Total Amtrak
(a)	Ridership (millions)	11.2	12.4	4.5	28.2
(b)	Spending per person-trip (dollars)	$ 275.4	$ 275.4	$ 275.4	$ 275.4
(c) = a x b	**Spending by passenger while traveling ($ millions)**	**$ 3,092.3**	**$ 3,428.4**	**$ 1,250.6**	**$7,771.3**

Jobs Supported by Passenger Spending in FY 2014		NEC	State Supported	Long Distance	Total Amtrak
(d)	% Non-transportation passenger spending supporting payroll	26.0%	26.0%	26.0%	26.0%
(e) = c x d	Payroll supported ($ millions)	$ 803.8	$ 891.1	$ 325.1	$2,020.0
(f)	Avg pay per job non-transportation spending ($ thousands)	$ 23.1	$ 23.1	$ 23.1	$ 23.1
(g) = e / f	**Jobs supported by passenger spending (thousands)**	**34.8**	**38.6**	**14.1**	**87.5**

Tax Revenue Generated by Passenger Spending in FY 2014		NEC	State Supported	Long Distance	Total Amtrak
(h)	Federal taxes generated as a % of passenger spending	8.3%	8.3%	8.3%	8.3%
(i)	State taxes generated as a % of passenger spending	4.3%	4.3%	4.3%	4.3%
(j)	Local taxes generated as a % of passenger spending	2.6%	2.6%	2.6%	2.6%
(k) = c x h	Federal taxes generated ($ millions)	$ 257.1	$ 285.0	$ 104.0	$ 646.1
(l) = c x i	State taxes generated ($ millions)	$ 133.1	$ 147.6	$ 53.8	$ 334.5
(m) = c x j	Local taxes generated ($ millions)	$ 81.4	$ 90.2	$ 32.9	$ 204.4
(n) = k + l + m	**Total taxes generated ($ millions)**	**$ 471.6**	**$ 522.8**	**$ 190.7**	**$1,185.1**

In summary, in FY14, Amtrak's passengers spent an estimated $7.8 billion during their travels, which supported 87,500 jobs and generated approximately $1.2 billion in tax revenue.

AMTRAK EMPLOYMENT

Amtrak spends a portion of its revenue and Federal support on its workforce, employing approximately 20,400 people in highly-skilled professional jobs in the United States that return significant tax revenue to each level of government. The following table represents Amtrak's employment, payroll and income taxes for 2014; 2014 data is utilized in order to be consistent with the 2014 analysis from the U.S. Travel Association:

Exhibit [4–5] – Amtrak Employment and Tax Revenue Generated – 2014

($ millions)	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
Amtrak Payroll	**$ 593.8**	**$ 342.3**	**$ 472.2**	**$ 5.5**	**$ 1,413.7**
Amtrak Jobs (thousands)	**8.6**	**4.9**	**6.8**	**0.1**	**20.4**
Income Tax Witholdings					
Federal	$ 93.0	$ 53.6	$ 73.9	$ 0.9	$ 221.3
State	27.6	15.9	21.9	0.3	65.7
Local	3.6	2.1	2.9	0.0	8.6
Total Tax Witholdings	**$ 124.2**	**$ 71.6**	**$ 98.7**	**$ 1.1**	**$ 295.6**

Note that the tax revenue generated represents only income taxes withheld from employees. Additional railroad retirement (RRTA), RUIA taxes, and medical taxes that are paid by Amtrak or withheld from employees are not included in this analysis as tax revenue generated. Also excluded are excise taxes paid and remitted sales taxes by Amtrak in 2014.

AMTRAK GOODS AND SERVICES PURCHASED

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

Exhibit [4–6] – Amtrak Purchases, Jobs Supported and Tax Revenue Generated – 2014

	Goods & Services Purchased by Amtrak ($ millions)	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
(a)	Goods & Services Purchased	$ 628.8	$ 417.8	$ 545.1	$ 13.5	$ 1,605.3

	Jobs Supported by Amtrak	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
(b)	% Non-transportation passenger spending supporting payroll	26%	26%	26%	26%	26%
(c)=a x b	Payroll supported ($ millions)	$ 163	$ 109	$ 142	$ 4	$ 417
(d)	Average annual U.S. Wage - 2014 ($ thousands)	$ 45.2	$ 45.2	$ 45.2	$ 45.2	$ 45.2
(e) = c /d	**Jobs supported (thousands)**	**3.6**	**2.4**	**3.1**	**0.1**	**9.2**

Tax Revenue Generated by Amtrak		NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
(f)	Federal taxes generated as a % of passenger spending	8.3%	8.3%	8.3%	8.3%	8.3%
(g)	State taxes generated as a % of passenger spending	4.3%	4.3%	4.3%	4.3%	4.3%
(h)	Local taxes generated as a % of passenger spending	2.6%	2.6%	2.6%	2.6%	2.6%
(i) = a x f	Federal taxes generated ($ millions)	$ 52.3	$ 34.7	$ 45.3	$ 1.1	$ 133.5
(j) = a x g	State taxes generated ($ millions)	$ 27.1	$ 18.0	$ 23.5	$ 0.6	$ 69.1
(k) = a x h	Local taxes generated ($ millions)	$ 16.5	$ 11.0	$ 14.3	$ 0.4	$ 42.2
(l) = i + j + k	**Total taxes generated ($ millions)**	**$ 95.9**	**$ 63.7**	**$ 83.1**	**$ 2.1**	**$ 244.8**

In 2014, Amtrak spent approximately $1.6 billion on qualifying purchases of goods and services for its operations and capital projects in 50 states.[8] This total excludes the costs of Amtrak's workforce, payroll taxes and retirement benefits, casualty and claims, depreciation and amortization. These expenditures supported approximately 9,200 jobs and generated $245 million in tax revenue.

In order to quantify the jobs supported and tax revenue due to these expenditures, different salary metrics were used as compared to the passenger spending calculations at the beginning of this analysis. The percentage of total spending dedicated to payrolls was assumed to be the same as for passenger spending. The average salary per job was assumed to be higher than that of the passenger analysis because the suppliers of the goods and services purchased by Amtrak generally employ more highly-skilled, full-time, and highly paid employees than the retail, food-service and lodging businesses that cater to travelers. Accordingly, the average wage used to quantify jobs supported is $45,200 per year, which is the installation, maintenance, and repair occupations average wage according to the U.S. Bureau of Labor Statistics.[9] The percentage of the overall spending that generated tax revenue was assumed to be consistent with the rates of passenger spending.

SUMMARY

In summary, the analysis shows that Amtrak and its passengers generated an economic benefit of approximately $10.8 billion annually (based on 2014), which supports 117,200 jobs and generates $1.7 billion in taxes for Federal, State and local governments. When compared to Amtrak's FY16 plan for Federal funding support, this represents a net contribution of $9.4 billion to the U.S. economy on an annual basis. The table below summarizes our findings, supported by the assumptions and calculations made in this analysis:

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

[9] Occupational Employment Statistics, U.S. Bureau of Labor Statistics, http://www.bls.gov/oes/current/oes_nat.htm#49-0000

Exhibit [4–7] – Summary of Amtrak Economic Benefits, Jobs Supported and Tax Revenue Generated

	Economic Benefit		Tax Revenue Generated	
	$ Millions	Jobs (000s)	Government	$ Millions
Amtrak Direct Expenditures			Federal	$ 1,001
Amtrak Payroll	$ 1,414	20.4	State	$ 469
Goods & Services Purchased	$ 1,605	9.2	Local	$ 255
Total Amtrak Direct	**$ 3,019**	**29.7**	**Total**	**$ 1,725**
Passenger Travel Spending*	**$ 7,771**	**87.5**		
Total Amtrak Impact on Economy	**$ 10,790**	**117.2**		
Federal Operating Subsidy (FY15)	$ 1,390			
Net Economic Benefit	**$ 9,400**	**117.2**		

*Excludes purchase of Amtrak tickets

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

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

Amtrak Financial Summary

INCOME STATEMENT AND FIVE YEAR PLAN

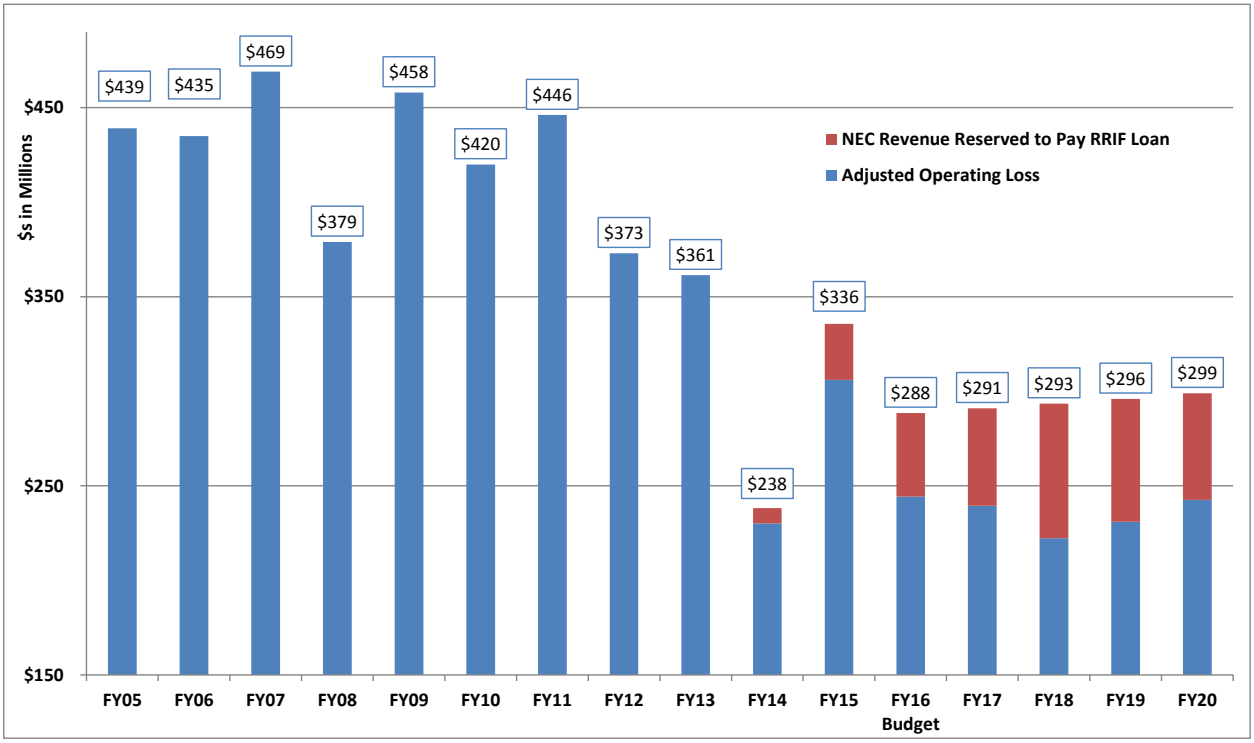
In FY15, our efforts to operate a more financially sound railroad for our stakeholders achieved positive results. Amtrak successfully delivered and executed on key initiatives aimed at reducing operating costs and driving margin improvement. Amtrak reported unaudited revenue totaling approximately $3.2 billion for the fiscal year 2015, 1% below the previous year.[10] In FY15, Operating cost recovery remained strong; Amtrak was able to cover 91% of its operating costs with ticket sales and other revenues. In addition, Amtrak's unaudited Federally Funded operating loss of approximately $306.5 million, excluding $29.6 million of NEC Revenue to pay RRIF Loan, represents a 35% reduction from FY07. Although higher than the previous year, Amtrak's financial results show the resiliency of a company that faced a range of challenges.

Amtrak has worked to achieve the goal of operating a financially sound railroad by reducing our operating loss and investing more funds into capital. Compared to five years ago, operating loss has improved as a result of revenue growth and operating margin improvement. With an operational and corporate focus on efficiency, productivity, and increased financial transparency, we made improvements in our financial performance.

A fundamental goal of Amtrak is to continue to reduce operating losses. Amtrak is committed to achieving those reductions. Accordingly, Amtrak has targeted operational improvements that will hold operating losses essentially flat in the FY16-FY20 period despite contractual increases in wages, host railroad fees, rising employee costs, and additional operational investment in areas of strategy focus. Amtrak will mitigate these cost increases by optimizing resources, increasing operating efficiencies, and improving margins to allow increased revenue to fall to the bottom line. Amtrak is on path to achieving the financial excellence goal outlined in our strategic plan: maximizing revenue, minimizing operating costs, reducing operating loss and continuing to exceed expectations in operating a more financially sound railroad.

[10] FY15 results are preliminary and unaudited.

Exhibit [5–1] – Net Operating Loss History and FY 2016 – FY 2020 Projections



Note: FY14 excludes one-time insurance proceeds from Super Storm Sandy of $62.8M; including the proceeds Adjusted Operating Loss would be at $175M. FY15 excludes one-time insurance proceeds from Super Storm Sandy of $14.2M; including the proceeds Adjusted Operating Loss would be at $322M.

Exhibit [5–2] – Amtrak Five Year Funding Summary

($s in Millions)	Total Amtrak Funding FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Operating	$ 288.5	$ 291.0	$ 293.5	$ 296.0	$ 299.0	$ 1,468.0
Federal Capital	932.8	1,328.0	1,486.6	1,545.7	1,502.3	6,795.4
Debt Service	160.2	199.0	120.5	123.2	117.2	720.0
State Supported Commission	-	2.0	2.0	2.0	2.0	8.0
NEC Commission	3.0	5.0	5.0	5.0	5.0	23.0
FRA Management Oversight	5.5	9.1	9.5	9.8	9.6	43.4
Total Federal Grant	**$ 1,390.0**	**$ 1,834.0**	**$ 1,917.1**	**$ 1,981.7**	**$ 1,935.1**	**$ 9,057.8**
State Contributions to Equipment Capital (PRIIA 209)	67.0	65.2	46.8	47.5	46.0	272.5
Commuter payments (PRIIA 212)	134.2	143.2	172.3	181.4	191.1	822.0
NEC Commuter Match (excl Gateway)	-	134.4	148.4	202.8	217.4	703.1
Total State & Commuter Funding	**201.1**	**342.8**	**367.5**	**431.7**	**454.5**	**1,797.6**
Other Capital Funds	336.2	888.6	1,543.8	1,695.3	1,828.1	6,292.0
Total Amtrak Funding	**$ 1,927.3**	**$ 3,065.5**	**$ 3,828.3**	**$ 4,108.7**	**$ 4,217.6**	**$ 17,147.4**

Change in Methodology

The FY16 five year plan assumes that, beginning in FY17, the net profits of the Northeast Corridor will be used to fund Amtrak's obligations under PRIIA Section 212, repay loans specific to the NEC, and fund NEC capital investments, thereby supplementing Amtrak's available capital. Amtrak's

FY16–FY20 projected operating losses, without cross-subsidization, are shown in Exhibit 5-3. FY16 is shown with cross-subsidization continuing, in accordance with the FY16 operating appropriation.

Exhibit [5–3] – Amtrak Five Year Operating Losses

FY 2016 Utilizes Legacy Methodology with Cross-Subsidization

($s in Millions)	FY 2016 NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
Direct Route Revenue	$ 1,300.3	$ 896.4	$ 568.2	$ 89.3	$ 2,854.2
Direct Route Expenses	806.1	975.5	1,098.1	13.4	2,893.1
Adjusted Operating Income/(Loss) Direct Routes	**494.2**	**(79.1)**	**(529.9)**	**75.9**	**(38.9)**
Infrastructure Responsibility Profit/(Loss)	(139.2)	-	-	-	(139.2)
Reimbursable Responsibility Profit/(Loss)	(71.9)	(0.3)	(0.7)	-	(72.9)
Commuter Responsibility Profit/(Loss)	22.9	(3.9)	(12.9)	0.7	6.7
RRIF Payment	(44.2)	-	-	-	(44.2)
Adjusted Operating Income/(Loss) Total Responsibility	**261.7**	**(83.3)**	**(543.4)**	**76.6**	**(288.5)**
Capital Contribution	-	-	-	-	-
Net Federal Operating Subsidy	**$ 261.7**	**$ (83.3)**	**$ (543.4)**	**$ 76.6**	**$ (288.5)**

FY 2017 - FY 2020 Eliminates Cross-Subsidization

($s in Millions)	FY 2017 NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak	FY 2018 NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
Direct Route Revenue	$ 1,359.6	$ 896.0	$ 580.8	$ 114.0	$ 2,950.4	$ 1,408.8	$ 892.0	$ 603.5	$ 117.9	$ 3,022.3
Direct Route Expenses	801.6	986.0	1,118.4	31.7	2,937.7	819.3	956.2	1,173.8	33.1	2,982.4
Adjusted Operating Income/(Loss) Direct Routes	**558.0**	**(90.1)**	**(537.6)**	**82.4**	**12.7**	**589.5**	**(64.2)**	**(570.3)**	**84.9**	**39.9**
Infrastructure Responsibility Profit/(Loss)	(145.7)	-	-	-	(145.7)	(147.1)	-	-	-	(147.1)
Reimbursable Responsibility Profit/(Loss)	(104.2)	(0.6)	(0.8)	-	(105.6)	(111.0)	(0.9)	(0.8)	-	(112.7)
Commuter Responsibility Profit/(Loss)	19.4	(4.5)	(16.3)	0.6	(0.9)	19.3	(4.9)	(17.3)	0.6	(2.4)
RRIF Payment	(51.6)	-	-	-	(51.6)	(71.2)	-	-	-	(71.2)
Adjusted Operating Income/(Loss) Total Responsibility	**276.0**	**(95.3)**	**(554.6)**	**83.0**	**(291.0)**	**279.5**	**(69.9)**	**(588.5)**	**85.4**	**(293.5)**
Capital Contribution	(276.0)	-	-	(83.0)	(358.9)	(279.5)	-	-	(85.4)	(364.9)
Net Federal Operating Subsidy	**$ -**	**$ (95.3)**	**$ (554.6)**	**$ -**	**$ (649.9)**	**$ -**	**$ (69.9)**	**$ (588.5)**	**$ -**	**$ (658.4)**

($s in Millions)	FY 2019 NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak	FY 2020 NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Amtrak
Direct Route Revenue	$ 1,445.9	$ 913.4	$ 618.0	$ 123.6	$ 3,100.9	$ 1,482.8	$ 938.9	$ 633.1	$ 129.7	$ 3,184.5
Direct Route Expenses	843.7	970.4	1,194.9	37.7	3,046.7	864.7	993.6	1,220.1	39.9	3,118.3
Adjusted Operating Income/(Loss) Direct Routes	**602.2**	**(57.0)**	**(576.9)**	**85.9**	**54.2**	**618.1**	**(54.7)**	**(587.0)**	**89.8**	**66.3**
Infrastructure Responsibility Profit/(Loss)	(158.6)	-	-	-	(158.6)	(170.1)	-	-	-	(170.1)
Reimbursable Responsibility Profit/(Loss)	(118.7)	(1.1)	(0.9)	-	(120.7)	(127.9)	(1.4)	(1.0)	-	(130.3)
Commuter Responsibility Profit/(Loss)	18.4	(5.3)	(19.5)	0.6	(5.9)	17.8	(5.8)	(21.1)	0.6	(8.5)
RRIF Payment	(65.0)	-	-	-	(65.0)	(56.4)	-	-	-	(56.4)
Adjusted Operating Income/(Loss) Total Responsibility	**278.4**	**(63.4)**	**(597.4)**	**86.5**	**(296.0)**	**281.5**	**(61.9)**	**(609.1)**	**90.4**	**(299.0)**
Capital Contribution	(278.4)	-	-	(86.5)	(364.8)	(281.5)	-	-	(90.4)	(372.0)
Net Federal Operating Subsidy	**$ -**	**$ (63.4)**	**$ (597.4)**	**$ -**	**$ (660.8)**	**$ -**	**$ (61.9)**	**$ (609.1)**	**$ -**	**$ (671.0)**

Total Capital Five Year Plan

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

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

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

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

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

Exhibit [5–4] – Five Year Total Capital Plan by Department

($s in Millions)	Total Capital Program by Department					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Engineering	$ 753.9	$ 1,029.3	$ 1,049.4	$ 1,343.5	$ 1,382.3	$ 5,558.4
Mechanical	281.5	248.3	248.2	256.0	252.6	1,286.7
Operations	77.2	140.2	137.3	103.8	75.1	533.5
Subtotal Operations	**1,112.5**	**1,417.7**	**1,434.9**	**1,703.3**	**1,710.0**	**7,378.5**
ADA	50.0	50.0	50.0	50.0	50.0	250.0
Gateway	86.4	757.0	1,688.1	1,696.8	1,815.0	6,043.3
CAF	42.0	63.8	12.6	-	-	118.4
IT	41.9	53.6	50.3	51.8	53.3	250.9
Marketing	13.3	80.4	66.1	52.0	44.0	255.8
Environmental	10.5	17.6	15.0	12.7	12.7	68.5
Procurement	3.4	3.4	3.4	2.9	2.8	15.9
Finance	11.7	4.4	2.0	2.0	2.0	22.0
NECIID	28.1	78.8	44.3	75.2	69.7	296.1
Fleet Strategy	17.5	1.3	2.7	2.7	1.3	25.5
Emergency Management	8.0	4.7	6.3	3.1	3.7	25.8
Other Departments	5.3	10.6	6.1	0.8	0.8	23.6
Amtrak Obligation BCC	13.8	14.0	14.0	17.5	17.5	76.8
Hold Back for Operating	50.0	-	-	-	-	50.0
FAST Act Requirements	2.0	2.0	2.0	2.0	2.0	10.0
Future Capital Allocations	(26.2)	-	-	-	-	(26.2)
Subtotal Capital - Other	**357.6**	**1,141.7**	**1,962.9**	**1,969.4**	**2,074.8**	**7,506.4**
Total Capital Funding Needs	**$ 1,470.2**	**$ 2,559.4**	**$ 3,397.8**	**$ 3,672.7**	**$ 3,784.8**	**$ 14,884.9**

Exhibit [5–5] – Total Federal & State Capital Program by Department

($s in Millions)	Total Federal & State Capital Program by Department					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
Engineering	$ 463.5	$ 757.9	$ 862.4	$ 1,008.7	$ 1,009.9	$ 4,102.5
Mechanical	281.5	248.3	248.2	256.0	252.6	1,286.7
Operations	77.2	135.7	137.3	103.8	75.1	529.0
Subtotal Operations	**822.2**	**1,141.9**	**1,247.9**	**1,368.5**	**1,337.6**	**5,918.1**
ADA	50.0	50.0	50.0	50.0	50.0	250.0
Gateway	59.5	151.4	337.6	339.4	363.0	1,250.8
CAF	42.0	63.8	12.6	-	-	118.4
IT	41.9	53.6	50.3	51.8	53.3	250.9
Marketing	12.3	79.9	66.1	52.0	44.0	254.3
Environmental	10.5	17.6	15.0	12.7	12.7	68.5
Procurement	3.4	3.4	3.4	2.9	2.8	15.9
Finance	2.0	2.4	2.0	2.0	2.0	10.4
NECIID	27.6	78.8	44.3	75.2	69.7	295.6
Fleet Strategy	17.5	1.3	2.7	2.7	1.3	25.5
Emergency Management	0.2	-	-	-	-	0.2
Other Departments	5.3	10.6	6.1	0.8	0.8	23.6
Amtrak Obligation BCC	13.8	14.0	14.0	17.5	17.5	76.8
Hold Back for Operating	50.0	-	-	-	-	50.0
FAST Act Requirements	2.0	2.0	2.0	2.0	2.0	10.0
Future Capital Allocations	(26.2)	-	-	-	-	(26.2)
Subtotal Capital - Other	**311.8**	**528.9**	**606.1**	**608.9**	**619.1**	**2,674.8**
Total Federal & State Capital	**$ 1,133.9**	**$ 1,670.8**	**$ 1,854.1**	**$ 1,977.4**	**$ 1,956.8**	**$ 8,593.0**

Exhibit [5–6] – Five Year Total Sources of Capital

($s in Millions)	Total Sources of Capital					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
General Capital	$ 594.5	$ 705.4	$ 694.2	$ 694.3	$ 609.3	$ 3,297.7
Federal Discretionary Grant Programs (Authorized by FAST Act)	-	263.7	427.5	486.6	521.0	1,698.7
NEC Commuter Match (excl Gateway)	-	134.4	148.4	202.8	217.4	703.1
State Contributions to Equipment Capital (PRIIA 209)	67.0	65.2	46.8	47.5	46.0	272.5
Commuter payments (PRIIA 212)	134.2	143.2	172.3	181.4	191.1	822.0
Amtrak Operating Profits - NEC	261.7	276.0	279.5	278.4	281.5	1,377.0
Amtrak Operating Profits -Infrastructure & Investment Development	76.6	83.0	85.4	86.5	90.4	421.8
Total Federal & State Capital	**1,133.9**	**1,670.8**	**1,854.1**	**1,977.4**	**1,956.8**	**8,593.0**
Department of Homeland Security	7.8	4.7	6.3	3.1	3.7	25.5
Hudson Yards Concrete Encasement Grant	26.9	-	-	-	-	26.9
NY-NJ High Speed Rail Grant	106.6	19.9	-	-	-	126.5
State, Local, and Other Funds	194.9	258.5	187.0	334.7	372.4	1,347.5
Gateway Third Party	-	605.6	1,350.5	1,357.4	1,452.0	4,765.5
Subtotal Other Capital	**336.2**	**888.6**	**1,543.8**	**1,695.3**	**1,828.1**	**6,292.0**
Total Capital	**$ 1,470.2**	**$ 2,559.4**	**$ 3,397.8**	**$ 3,672.7**	**$ 3,784.8**	**$ 14,884.9**

Exhibit [5–7] – Five Year Total Capital Summary by Business Line

($s in Millions)	Total Capital Summary By Business Line					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
NEC	$ 929.5	$ 1,794.2	$ 2,728.5	$ 3,052.1	$ 3,227.3	$ 11,731.6
State Supported	225.8	365.6	276.3	235.9	223.3	1,326.9
Long Distance	264.6	302.8	280.0	272.1	252.5	1,371.9
Infrastructure & Investment Development	50.3	96.8	113.1	112.7	81.8	454.6
Total Capital Funding Needs	**$ 1,470.2**	**$ 2,559.4**	**$ 3,397.8**	**$ 3,672.7**	**$ 3,784.8**	**$ 14,884.9**

Exhibit [5–8] – Five Year Total Federal & State Capital by Business Line

($s in Millions)	Total Federal & State Capital by Business Line					
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 Year Total
NEC	$ 683.8	$ 1,101.3	$ 1,297.5	$ 1,447.7	$ 1,494.6	$ 6,024.9
State Supported	154.0	195.4	209.1	195.8	181.2	935.5
Long Distance	246.2	277.3	234.3	221.3	199.2	1,178.4
Infrastructure & Investment Development	49.9	96.8	113.1	112.7	81.8	454.2
Total Federal & State Capital	**$ 1,133.9**	**$ 1,670.8**	**$ 1,854.1**	**$ 1,977.4**	**$ 1,956.8**	**$ 8,593.0**
State Contributions to Equipment Capital (PRIIA 209)	(67.0)	(65.2)	(46.8)	(47.5)	(46.0)	(272.5)
Commuter payments (PRIIA 212)	(134.2)	(143.2)	(172.3)	(181.4)	(191.1)	(822.0)
Federal Discretionary Grant Programs (Authorized by FAST Act)	-	(263.7)	(427.5)	(486.6)	(521.0)	(1,698.7)
NEC Commuter Match (excl Gateway)	-	(134.4)	(148.4)	(202.8)	(217.4)	(703.1)
Amtrak Operating Profits - NEC	(261.7)	(276.0)	(279.5)	(278.4)	(281.5)	(1,377.0)
Amtrak Operating Profits -Infrastructure & Investment Development	(76.6)	(83.0)	(85.4)	(86.5)	(90.4)	(421.8)
General Capital	**$ 594.5**	**$ 705.4**	**$ 694.2**	**$ 694.3**	**$ 609.3**	**$ 3,297.7**

CASH FLOW

Exhibit [5–9] – Cash Flow

($s in Millions)	Cash Flow FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Cash Balance	**$ 576.1**	**$ 601.9**	**$ 587.0**	**$ 484.7**	**$ 360.4**
Uses:					
Operating Expenses	(991.1)	(975.0)	(957.9)	(1,076.4)	(1,088.0)
Non-Cash Adjustments (Depreciation & Non-Cash OPEB's)	746.8	735.6	735.6	845.4	845.4
Adjusted Operating Loss	**(244.3)**	**(239.4)**	**(222.3)**	**(231.0)**	**(242.6)**
RRIF Loan Payment	(44.2)	(51.6)	(71.2)	(65.0)	(56.4)
Federally Funded Operating Loss	**(288.5)**	**(291.0)**	**(293.5)**	**(296.0)**	**(299.0)**
Capital Expenditures	(1,064.6)	(1,502.8)	(1,719.3)	(1,854.9)	(1,721.7)
Third Party and Other	(809.8)	(1,436.5)	(2,548.2)	(2,590.2)	(2,513.2)
Debt Service Principal & Interest[(a)]	(161.5)	(199.0)	(120.5)	(123.2)	(117.2)
Total Uses	**$ (2,324.4)**	**$ (3,429.3)**	**$ (4,681.5)**	**$ (4,864.3)**	**$ (4,651.2)**
Sources:					
Operating	338.5	291.0	293.5	296.0	299.0
Capital	1,002.8	1,489.4	1,637.0	1,750.5	1,721.7
Debt Service Principal & Interest	160.2	199.0	120.5	123.2	117.2
Subtotal Federal Grants	**1,501.5**	**1,979.4**	**2,051.0**	**2,169.7**	**2,137.9**
Third Party and Special Grants	803.7	1,435.0	2,528.2	2,570.2	2,513.2
Balance Sheet, Revenue, and Operating Improvements	45.0				
Total Sources	**$ 2,350.1**	**$ 3,414.4**	**$ 4,579.2**	**$ 4,739.9**	**$ 4,651.2**
Ending Cash Balance	601.9	587.0	484.7	360.4	360.4
Less: Escrow Cash	(50.0)	(19.2)	(19.2)	(16.9)	(16.9)
Outstanding Checks - Float	(30.0)	(30.0)	(30.0)	(30.0)	(30.0)
Ending Available Cash	**$ 521.9**	**$ 537.8**	**$ 435.5**	**$ 313.5**	**$ 313.5**

Notes:
[(a)] Debt Service Principal and Interest will be paid by the Federal Grant and internal funds.

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

Available cash balances improved $89.8 million in FY2015, primarily as a result of delayed capital expenditures. Amtrak is targeting cash balance improvements of $45.0 million in FY2016 as the company continues work to accelerate its collection process, resolve contractual issues that delay customer payments and implement initiatives with vendors to reduce inventory lead time (see Balance Sheet, Revenue, and Operating Improvements in the chart below). However, this may be more than offset by projected increases in capital spending.

Amtrak's ending cash balance of $521.9 million in FY2016 excludes various restricted cash pools that must be set aside to meet ongoing obligations. These restricted cash pools consist of escrow cash and outstanding check obligations. The restricted cash pools are not available to Amtrak on a

daily basis except for their stated purpose. $50 million in escrow cash in FY2016 is held by a small group of lenders. Beginning in FY2017, some of the escrow cash will become available to Amtrak (see chart below). $30 million in FY2016 in outstanding check obligations is set aside to fund these checks when presented to Amtrak's bank for payment. Outstanding check obligations are recurring and reflected as an obligation during FY2016 through FY2020.

The $521.9 million ending available cash balance in FY2016 includes a balance of $112.5 million in insurance proceeds, after cash expended for repairs during FY2014 and FY2015, related to Amtrak's Super Storm Sandy insurance claim.

DEBT AND DEBT SERVICE

Exhibit [5–10] – Debt and Debt Service

($s in Millions)	Debt and Debt Service FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Beginning Debt Balance	$ 1,258.4	$ 1,438.6	$ 1,621.3	$ 2,326.5	$ 2,895.4
Debt Increase					
Projected ACS-64 RRIF Loan Drawdown	93.8	3.6	-	-	-
Projected NGHSR RRIF Loan Drawdown	205.6	337.4	782.7	642.3	448.1
NGHSR RRIF Capitalized Interest on Credit Risk Premium	4.2	11.1	27.4	41.5	52.2
Debt Reduction					
Principal Repayments (Includes RRIF)	(123.4)	(169.4)	(105.0)	(114.9)	(114.1)
Ending Debt Balance	**$ 1,438.6**	**$ 1,621.3**	**$ 2,326.5**	**$ 2,895.4**	**$ 3,281.6**
Debt Service					
Principal Repayments	(111.3)	(155.2)	(90.2)	(99.6)	(98.1)
Interest Expense	(49.0)	(43.7)	(30.3)	(23.6)	(19.1)
Sub Total - Paid by Federal Funding	**(160.2)**	**(199.0)**	**(120.5)**	**(123.2)**	**(117.2)**
ACS-64 RRIF Repayments	(12.2)	(14.2)	(14.8)	(15.4)	(16.0)
ACS-64 RRIF Interest Expense	(20.1)	(22.3)	(21.8)	(21.2)	(20.6)
ACS-64 RRIF Credit Risk Premium	(2.9)	(0.2)	-	-	-
Sub Total ACS-64 RRIF - Paid by NEC Revenues	**(35.1)**	**(36.6)**	**(36.6)**	**(36.6)**	**(36.6)**
NGHSR RRIF Credit Risk Premium	(9.1)	(14.9)	(34.6)	(28.4)	(19.8)
Sub Total NGHSR RRIF - Paid by NEC Revenues	**(9.1)**	**(14.9)**	**(34.6)**	**(28.4)**	**(19.8)**
Total Debt Service	**$ (204.4)**	**$ (250.5)**	**$ (191.7)**	**$ (188.2)**	**$ (173.6)**

Amtrak has cut its outstanding indebtedness over the past seven years from $3.2 billion to $1.3 billion as of September 30, 2015, a decline of 59%. Debt reduction was accomplished by a variety of means, including (i) exercise of lease early buyout options; (ii) negotiated early terminations of leases and loans; and (iii) scheduled principal amortization.

The current debt level of $1.3 billion outstanding will likely be the lowest point at which Amtrak debt will stand over the next decade; purchase of 28 NextGen Trainsets and related investments by Amtrak will require new debt to be incurred. This new debt, expected to amount to approximately $2.5 billion in total, will be sourced via the FRA's RRIF loan program, and will likely permit at least a

six-year deferral of repayment during the construction period and approximately twenty-three year mortgage-style repayment period, thereafter.

AMTRAK FINANCIAL STABILITY

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

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

Amtrak has significantly reduced its dependence on Federal operating support over the past several years. On a total company basis Amtrak will continue to require Federal operating support during the FY16 to FY20 period. Assuming these external risks to our business do not materialize, when the business is viewed by segment, the Northeast Corridor does not require Federal operating support as a result of its significantly improved financial performance, but Amtrak will continue to require Federal operating support for State Supported and Long Distance services (see Exhibit 5-3).

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

METHODS OF ESTIMATION AND SIGNIFICANT ASSUMPTIONS

Each year Amtrak departments and Finance staff formulate 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 FY16 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 five rounds of refinements, reductions and reviews with the ultimate goal of creating an FY16 operating budget that improved upon FY15 results. The plans for FY17 to FY20 were based on the FY16 budget, with the following adjustments:

1. Passenger Revenue was estimated for each year in a manner consistent with FY16.
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 FY16, 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 GWI's during the FY16 to FY20 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 4.6% annually, and include Pension and Other Post Retirement Benefit Plans numbers based on AON's updated estimate of the accounting expense calculated using new mortality tables released by the Society of Actuaries for post-retirement benefit plan valuations.
7. Funding for key strategic initiatives described above was identified and accounted for as "StratEx" to provide focus and accountability in executing our FY16 plan.
8. Miscellaneous other expense accounts were increased for expected inflation of approximately 2% to 4% per year.

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

Revenue

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

State Supported Revenue was budgeted in accordance with existing State contracts and projected route performance in those States. Amtrak has 19 State partnerships to provide services for 30 routes. Each of these route agreements was renegotiated effective October 1, 2013 in compliance with PRIIA Section 209 which requires States to pay their full proportional share of the operating costs of routes under 750 miles in length. These new agreement terms have resulted in a significant increase in Amtrak's budget for State Supported Revenue.

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

- Commuter Revenue: Amtrak partners with the States or regional transportation authorities in Virginia, Maryland, Florida, Connecticut, California and Washington to provide commuter services.
- Reimbursable Revenue: Amtrak performs reimbursable project work for a number of State agencies on an as-needed basis. Reimbursable revenue and expenses are decreasing each year due to an existing one-time project coming to end and no new large projects added in the plan.
- Commercial Development: Amtrak leverages and maximizes revenue from its real estate holdings through retail, parking, advertising, real property leases/easements/sales and right-of-way fees.
- Other Revenue: Amtrak charges other railroads access fees in relation to their use of the NEC. Other revenue sources include resale of electric propulsion to State commuter agencies, commissions from co-branded credit cards, and revenue from other travel partners.

Operating Expenses

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

Wages: Wage rates are governed by the labor agreements that remain in effect through and beyond the current terms. Agreements with all unions follow the same wage increase patterns, and accordingly all unions including those still not yet ratified were budgeted using the terms of the agreements. The final contractual General Wage Increase (GWI) for most agreements was in 2015. For planning purposes only, a provision has been made for new GWIs during FY16–FY20 period.

Employee Benefits: Employee benefit costs were calculated using total planned payroll expense across all business activity including capital and reimbursable projects. An outside consulting firm provided actuarial projections for the pension and retirement expense planning. Insurance costs were projected by Amtrak's Benefit Accounting group, with assistance from the outside firm, using the projected participation in each plan and the projected costs of those plans. Railroad taxes were planned in accordance with the prevailing tax rates applied to wage and salary budgets.

Fuel, Power and Utilities

Train Propulsion: Electricity to power electric locomotives operating in the NEC was budgeted in accordance with projected contractual power costs and projected consumption based on the service schedule. Amtrak negotiates multi-year contracts for electric power to be used for train propulsion. NEC propulsion power distribution services are provided by seven utility companies and electric power generation services are mostly provided by two retail suppliers, Constellation New Energy and Direct Energy. Several contracts of varying lengths have been executed that will be effective in calendar year 2016.

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

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

Other Expenses

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

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

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

Capital Five-Year Plan

Tier discussion

Capital Projects are allocated into the following three categories:

- Tier 1 – Compliance – Legally required, FRA/DOT compliance, other regulatory and executive requirements (e.g., station compliance with ADA; Positive Train Control (PTC) on the Northeast Corridor; FRA mandated components of Level I equipment overhauls)
- Tier 2 – Maintain Performance – Projects that contributed to keeping the railroad operationally stable (e.g., SOGR projects, capitalized maintenance requirements, support services in IT, Operations)

- Tier 3 – Increase Performance – Enhancements of existing assets and services (e.g., revenue management software improvements, Quik-Trak updates, increased fraud protection)

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

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

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

- Return on Investment (ROI) – A performance measure of profitability that indicates whether or not Amtrak is using its capital in an efficient manner, expressed as the ratio of net benefits derived from the project to the average capital employed.
- Net present value (NPV) – The discounted benefit/cost of a project taking into consideration the time value of money.
- Payback Period – The time between the start of a project until the time that the benefits achieved have "paid back" the costs of the investment.

Appendix

FY 2016 – FY 2020 SUMMARY METRICS

	Total Amtrak				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
KPIs					
RASM - Revenue per Seat Mile [a]	$0.214	$0.220	$0.225	$0.230	$0.237
CASM - Expenses per Seat Mile [b]	$0.223	$0.226	$0.230	$0.235	$0.241
Cost Recovery Ratio [c]	96.0%	97.1%	97.9%	98.2%	98.5%
Ridership (000's)	31,798	32,435	32,880	33,313	33,825
Passenger Miles per total core employee (000's)	31	32	32	32	33
Customer Satisfaction Index	78	N/A	N/A	N/A	N/A
Host Railroad Performance [d]	900	900	900	900	900
Other Indicators					
Seat Miles (000's)	12,928,830	12,914,140	12,916,190	12,918,100	12,897,290
Passenger Miles (000's)	6,754,884	6,878,651	6,963,815	7,046,918	7,145,852
Train Miles (000's)	38,544	38,527	38,535	38,539	38,473
Average Load Factor	52.2%	53.3%	53.9%	54.6%	55.4%
Seat Miles per total core employee (000's) [e]	60	60	59	60	60
Unadjusted Ticket Revenue ($000's)	$2,289,574	$2,380,080	$2,464,465	$2,532,892	$2,600,659
Average Ticket Yield	$0.3390	$0.3460	$0.3539	$0.3594	$0.3639
Average Ticket Price	$72.00	$73.38	$74.95	$76.03	$76.88
Core Revenue per Train Mile [f]	$68.37	$71.38	$73.95	$75.91	$78.00
Core Expenses per Train Mile [g]	$67.19	$68.30	$70.27	$72.01	$73.99
Operating Ratio [h]	1.04	1.03	1.02	1.02	1.02
Average cost per gallon of diesel [i]	$2.46	$2.49	$2.51	$2.53	$2.56

Notes:

[a] RASM is calculated as NTS Total Revenue divided by Available Seat Miles to be consistent with the KPIs.

[b] CASM is calculated as NTS Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEBs divided by Available Seat Miles.

[c] Cost Recovery Ratio is calculated as RASM divided by CASM.

[d] Host Railroad Performance is calculated as average monthly minutes of delay per ten thousand Train Miles.

[e] Average monthly Seat Miles divided by year-end headcount.

[f] Core Revenue per Train Mils is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.

[g] Core Expense per Train Mile is calculated as Total Core Expense less Depreciation and non-cash OPEBs divided by Total Train Miles and excludes Ancillary and Infrastructure activities.

[h] Operating Ratio is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEBs and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and Infrastructure activities.

[i] Average Cost per Gallon of Diesel Fuel for all of Amtrak, excluding those used for commuter services.

	NEC				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
KPIs					
RASM - Revenue per Seat Mile [(a)]	$0.363	$0.381	$0.394	$0.404	$0.413
CASM - Expenses per Seat Mile [(b)]	$0.225	$0.229	$0.235	$0.242	$0.248
Cost Recovery Ratio [(c)]	161.3%	166.2%	168.1%	167.0%	166.8%
Ridership (000's)	12,041	12,300	12,411	12,512	12,641
Passenger Miles per total core employee (000's)	33	33	33	33	34
Customer Satisfaction Index	75	N/A	N/A	N/A	N/A
Other Indicators					
Seat Miles (000's)	3,586,580	3,572,240	3,573,320	3,575,670	3,586,370
Passenger Miles (000's)	1,989,788	2,032,710	2,049,995	2,065,995	2,086,962
Train Miles (000's)	9,415	9,375	9,379	9,386	9,414
Average Load Factor	55.5%	56.9%	57.4%	57.8%	58.2%
Seat Miles per total core employee (000's) [(d)]	59	59	58	58	58
Unadjusted Ticket Revenue ($000's)	$1,259,948	$1,315,495	$1,362,676	$1,398,175	$1,433,016
Average Ticket Yield	$0.6332	$0.6472	$0.6647	$0.6768	$0.6867
Average Ticket Price	$104.64	$106.95	$109.80	$111.75	$113.36
Core Revenue per Train Mile [(e)]	$136.95	$143.91	$148.98	$152.73	$156.07
Core Expenses per Train Mile [(f)]	$77.80	$77.72	$79.83	$82.73	$84.93
Operating Ratio [(g)]	0.62	0.60	0.59	0.60	0.60

Notes:

[(a)] RASM is calculated as NTS Total Revenue divided by Available Seat Miles to be consistent with the KPIs.

[(b)] CASM is calculated as NTS Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEBs divided by Available Seat Miles.

[(c)] Cost Recovery Ratio is calculated as RASM divided by CASM.

[(d)] Average monthly Seat Miles divided by year-end headcount.

[(e)] Core Revenue per Train Mils is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.

[(f)] Core Expense per Train Mile is calculated as Total Core Expense less Depreciation and non-cash OPEBs divided by Total Train Miles and excludes Ancillary and Infrastructure activities.

[(g)] Operating Ratio is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEBs and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and Infrastructure activities.

	State Supported				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
KPIs					
RASM - Revenue per Seat Mile [a]	$0.194	$0.194	$0.193	$0.197	$0.205
CASM - Expenses per Seat Mile [b]	$0.212	$0.213	$0.207	$0.210	$0.217
Cost Recovery Ratio [c]	91.9%	90.9%	93.3%	94.1%	94.5%
Ridership (000's)	15,172	15,471	15,749	16,028	16,348
Passenger Miles per total core employee (000's) [d]	27	28	30	30	31
Customer Satisfaction Index	83	N/A	N/A	N/A	N/A
Other Indicators					
Seat Miles (000's)	4,612,210	4,625,130	4,625,030	4,625,920	4,580,570
Passenger Miles (000's)	1,992,485	2,029,430	2,065,604	2,101,943	2,143,645
Train Miles (000's)	14,373	14,439	14,439	14,441	14,303
Average Load Factor	43.2%	43.9%	44.7%	45.4%	46.8%
Seat Miles per total core employee (000's) [d]	63	63	66	67	66
Unadjusted Ticket Revenue ($000's)	$502,870	$524,245	$544,260	$562,281	$580,610
Average Ticket Yield	$0.2524	$0.2583	$0.2635	$0.2675	$0.2709
Average Ticket Price	$33.15	$33.89	$34.56	$35.08	$35.52
Core Revenue per Train Mile [e]	$54.98	$57.07	$59.06	$60.83	$63.16
Core Expenses per Train Mile [f]	$57.94	$60.13	$60.20	$61.48	$63.69
Operating Ratio [g]	1.09	1.10	1.07	1.06	1.06

Notes:

[a] RASM is calculated as NTS Total Revenue divided by Available Seat Miles to be consistent with the KPIs.

[b] CASM is calculated as NTS Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEBs divided by Available Seat Miles.

[c] Cost Recovery Ratio is calculated as RASM divided by CASM.

[d] Average monthly Seat Miles divided by year-end headcount.

[e] Core Revenue per Train Mils is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.

[f] Core Expense per Train Mile is calculated as Total Core Expense less Depreciation and non-cash OPEBs divided by Total Train Miles and excludes Ancillary and Infrastructure activities.

[g] Operating Ratio is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEBs and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and Infrastructure activities.

	Long Distance				
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
KPIs					
RASM - Revenue per Seat Mile [a]	$0.120	$0.123	$0.128	$0.131	$0.134
CASM - Expenses per Seat Mile [b]	$0.232	$0.237	$0.249	$0.253	$0.258
Cost Recovery Ratio [c]	51.7%	51.9%	51.4%	51.7%	51.9%
Ridership (000's)	4,585	4,664	4,720	4,773	4,836
Passenger Miles per total core employee (000's) [d]	34	34	33	34	34
Customer Satisfaction Index	72	N/A	N/A	N/A	N/A
Other Indicators					
Seat Miles (000's)	4,730,040	4,716,770	4,717,840	4,716,510	4,730,350
Passenger Miles (000's)	2,772,611	2,816,511	2,848,216	2,878,979	2,915,245
Train Miles (000's)	14,756	14,713	14,717	14,712	14,756
Average Load Factor	58.6%	59.7%	60.4%	61.0%	61.6%
Seat Miles per total core employee (000's) [d]	57	57	55	55	56
Unadjusted Ticket Revenue ($000's)	$523,636	$540,340	$557,528	$572,436	$587,033
Average Ticket Yield	$0.1889	$0.1918	$0.1957	$0.1988	$0.2014
Average Ticket Price	$114.21	$115.85	$118.12	$119.92	$121.39
Core Revenue per Train Mile [e]	$37.65	$39.21	$40.73	$41.71	$42.58
Core Expenses per Train Mile [f]	$69.43	$70.33	$74.07	$75.52	$76.99
Operating Ratio [g]	1.93	1.93	1.94	1.93	1.93

Notes:

[a] This is calculated as NTS Total Revenue divided by Available Seat Miles to be consistent with the KPIs.

[b] This is calculated as NTS Total Operating Expense less OIG, PRJ, Depreciation and non-cash OPEBs divided by Available Seat Miles.

[c] This is calculated as RASM divided by CASM.

[d] Average monthly Seat Miles divided by year-end headcount.

[e] Core Revenue per Train Mils is calculated as Total Core Revenue divided by Total Train Miles for National Train Service and excludes Ancillary and Infrastructure activities.

[f] Core Expense per Train Mile is calculated as Total Core Expense less Depreciation and non-cash OPEBs divided by Total Train Miles and excludes Ancillary and Infrastructure activities.

[g] Operating Ratio is calculated as Total Operating Expenses (excluding Depreciation, OIG, OPEBs and PRJ) by total Operating Revenue (excluding state capital payments) and excludes all Ancillary and Infrastructure activities.

FY 2016 – FY 2020 BUDGET STATISTICS BY ROUTE

($s in Millions)	FY 2016 Ridership	Revenue	Operating Expense [a]	Capital Project Allocation [b]	Contribution/ (Loss) per Rider ($)	Avg. PM per Core employee (000's) [c]	Avg. SM per Core employee (000's) [c]
Acela	3,582,700	$635.5	$325.0	$253.5	$86.67	28	45
Regional	8,443,855	$662.8	$478.4	$427.3	$21.85	37	69
NEC Special Trains	14,383	$2.0	$2.8	$2.9	($54.21)	13	45
NEC Spine	**12,040,937**	**$1,300.3**	**$806.1**	**$683.8**	**$41.05**	**33**	**59**
Ethan Allen Express	53,159	$5.6	$10.0	$0.8	($82.62)	13	31
Vermonter	101,151	$6.8	$12.5	$1.9	($55.90)	28	59
Maple Leaf	408,936	$53.4	$35.9	$8.2	$42.95	45	84
The Downeaster	521,253	$13.2	$15.9	$4.6	($5.25)	36	109
New Haven - Springfield	343,300	$26.7	$24.3	$2.9	$7.07	17	27
Keystone Service	1,445,861	$47.1	$57.2	$9.0	($7.01)	30	68
Empire Service	1,177,180	$59.3	$113.2	$12.9	($45.74)	17	43
Chicago-St.Louis	633,425	$35.0	$39.9	$8.4	($7.75)	36	79
Hiawathas	816,113	$22.8	$22.6	$4.6	$0.27	38	102
Wolverines	492,216	$97.8	$83.9	$7.4	$28.05	16	33
Illini	298,477	$18.8	$18.3	$4.9	$1.59	39	96
Illinois Zephyr	211,760	$15.1	$15.3	$4.1	($1.06)	30	84
Heartland Flyer	73,935	$7.3	$9.0	$1.6	($23.48)	19	48
Pacific Surfliner	2,873,547	$119.5	$131.9	$17.3	($4.29)	25	79
Cascades	783,612	$63.5	$62.6	$10.2	$1.19	26	46
Capitols	1,481,761	$62.0	$77.7	$12.7	($10.61)	17	66
San Joaquins	1,197,691	$80.5	$99.2	$14.4	($15.56)	22	55
Adirondack	135,085	$13.2	$16.3	$1.9	($22.78)	33	41
Blue Water	185,365	$13.6	$12.7	$2.5	$4.98	39	88
Washington-Lynchburg	185,930	$11.7	$8.9	$1.4	$15.09	62	92
Washington-Newport News	357,478	$26.7	$18.8	$3.1	$22.04	57	80
Washington - Norfolk	169,034	$10.9	$6.0	$1.7	$28.78	67	171
Washington - Richmond	188,918	$10.9	$7.3	$1.5	$18.89	55	116
Hoosier State	30,468	$2.9	$4.0	$0.9	($34.29)	15	37
Kansas City-St.Louis	184,197	$14.1	$14.3	$4.4	($1.11)	31	77
Pennsylvanian	234,073	$15.0	$13.3	$2.8	$7.29	56	81
Pere Marquette	96,641	$6.4	$7.2	$1.3	($8.05)	27	53
Carolinian	303,765	$23.9	$25.9	$3.8	($6.52)	46	59
Piedmont	165,757	$6.9	$9.0	$2.7	($13.07)	26	62
Non NEC Special Trains	21,658	$6.0	$2.9	$0.2	$140.58	17	27
State Supported Routes	**15,171,744**	**$896.4**	**$975.5**	**$154.0**	**($5.23)**	**27**	**63**
Silver Star	389,898	$38.1	$72.2	$18.5	($87.44)	37	63
Cardinal	102,076	$8.5	$23.7	$5.8	($149.71)	24	46
Silver Meteor	361,315	$44.4	$74.2	$17.0	($82.59)	41	62
Empire Builder	442,704	$56.4	$124.2	$31.6	($153.23)	35	72
Capitol Limited	229,132	$21.6	$48.1	$9.5	($115.39)	29	47
California Zephyr	379,307	$55.2	$108.9	$30.5	($141.48)	37	63
Southwest Chief	365,763	$48.8	$116.2	$27.8	($184.15)	37	56
City of New Orleans	255,585	$20.9	$45.3	$11.4	($95.46)	32	52
Texas Eagle	335,422	$29.1	$59.5	$15.8	($90.75)	40	57
Sunset Limited	100,959	$13.1	$51.2	$10.5	($376.75)	21	44
Coast Starlight	470,503	$48.2	$110.9	$16.9	($133.17)	27	44
Lake Shore Limited	365,074	$42.7	$67.3	$14.0	($67.31)	35	64
Palmetto	210,774	$18.4	$24.0	$10.0	($26.69)	46	106
Crescent	290,502	$35.5	$85.1	$16.5	($170.88)	24	47
Auto Train	285,812	$87.3	$87.6	$10.5	($0.93)	37	52
Long Distance Routes	**4,584,826**	**$568.2**	**$1,098.1**	**$246.2**	**($115.63)**	**34**	**57**
National Train Service [d]	**31,797,508**	**$2,764.9**	**$2,880.2**	**$1,084.0**	**($3.63)**	**31**	**60**
Non-Allocated Capital [e]				**$49.9**			
Total Federal & State Capital				**$1,133.9**			

[a] Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEBs, PRJ and Interest.

[b] This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.

[c] Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.

[d] National Train Service does not include Ancillary or Infrastructure routes.

[e] Non-Allocated Capital category represents Infrastructure & Investment Development Business Line.

($s in Millions)	FY 2017 Ridership	Revenue	Operating Expense [a]	Capital Project Allocation [b]	Contribution/ (Loss) per Rider ($)	Avg. PM per Core employee (000's) [c]	Avg. SM per Core employee (000's) [c]
Acela	3,646,628	$666.7	$316.7	$408.3	$95.97	29	45
Regional	8,639,174	$690.9	$481.8	$688.3	$24.21	37	68
NEC Special Trains	14,390	$2.0	$3.0	$4.7	($73.04)	11	40
NEC Spine	**12,300,193**	**$1,359.6**	**$801.6**	**$1,101.3**	**$45.37**	**33**	**59**
Ethan Allen Express	53,867	$5.8	$10.3	$1.0	($84.79)	13	30
Vermonter	102,707	$7.2	$12.2	$2.4	($49.39)	29	60
Maple Leaf	414,000	$35.1	$16.9	$10.3	$44.02	98	179
The Downeaster	528,246	$13.7	$18.0	$5.8	($8.24)	32	96
New Haven - Springfield	377,912	$27.8	$39.2	$3.7	($30.22)	11	23
Keystone Service	1,487,030	$50.8	$60.4	$11.5	($6.42)	29	64
Empire Service	1,200,335	$61.0	$116.5	$16.4	($46.26)	17	42
Chicago-St.Louis	665,082	$36.5	$28.8	$10.6	$11.53	53	114
Hiawathas	824,645	$23.6	$23.4	$5.9	$0.21	38	99
Wolverines	504,824	$85.1	$79.1	$9.4	$11.89	18	36
Illini	303,455	$19.3	$19.6	$6.2	($1.05)	37	90
Illinois Zephyr	213,861	$15.5	$16.2	$5.2	($3.66)	29	80
Heartland Flyer	74,345	$7.5	$10.0	$2.0	($32.97)	17	44
Pacific Surfliner	2,925,429	$122.7	$129.7	$21.9	($2.41)	26	81
Cascades	787,472	$70.2	$66.4	$12.9	$4.75	25	44
Capitols	1,493,618	$63.5	$81.6	$16.1	($12.11)	16	63
San Joaquins	1,209,004	$82.6	$101.5	$18.3	($15.70)	22	54
Adirondack	136,497	$13.7	$16.9	$2.4	($23.35)	33	40
Blue Water	187,654	$14.0	$13.2	$3.2	$4.19	38	85
Washington-Lynchburg	191,080	$12.2	$9.6	$1.7	$13.64	60	85
Washington-Newport News	366,457	$27.7	$19.2	$3.9	$23.30	58	79
Washington - Norfolk	172,281	$11.5	$7.6	$2.2	$22.56	55	136
Washington - Richmond	192,520	$11.2	$7.9	$1.9	$17.14	52	107
Hoosier State	30,788	$3.0	$3.1	$1.1	($5.04)	20	47
Kansas City-St.Louis	187,389	$14.5	$15.5	$5.6	($5.22)	30	72
Pennsylvanian	241,620	$15.6	$14.0	$3.5	$6.76	55	77
Pere Marquette	97,298	$6.6	$7.7	$1.7	($11.24)	26	50
Carolinian	309,868	$25.1	$28.3	$4.8	($10.26)	44	54
Piedmont	169,851	$7.1	$9.4	$3.4	($13.56)	26	60
Non NEC Special Trains	21,667	$6.0	$3.6	$0.2	$112.08	14	23
State Supported Routes	**15,470,803**	**$896.0**	**$986.0**	**$195.4**	**($5.82)**	**28**	**63**
Silver Star	400,286	$39.8	$62.7	$20.8	($57.29)	44	72
Cardinal	105,164	$9.0	$27.9	$6.5	($179.77)	21	39
Silver Meteor	370,633	$46.7	$66.5	$19.1	($53.41)	47	69
Empire Builder	445,170	$58.1	$130.4	$35.6	($162.53)	33	69
Capitol Limited	231,964	$22.1	$52.7	$10.7	($132.05)	27	43
California Zephyr	382,449	$56.7	$114.9	$34.3	($152.04)	36	60
Southwest Chief	369,577	$50.4	$121.2	$31.3	($191.55)	36	54
City of New Orleans	259,454	$21.5	$48.3	$12.9	($103.25)	31	49
Texas Eagle	341,377	$30.3	$62.3	$17.8	($93.74)	39	55
Sunset Limited	103,212	$13.8	$51.7	$11.8	($367.06)	21	43
Coast Starlight	479,987	$50.2	$118.1	$19.1	($141.38)	26	42
Lake Shore Limited	374,555	$35.6	$64.4	$15.8	($77.06)	38	68
Palmetto	215,459	$19.2	$21.3	$11.2	($9.79)	53	121
Crescent	295,663	$37.0	$91.6	$18.5	($184.40)	23	44
Auto Train	289,289	$90.4	$84.4	$11.8	$20.59	39	54
Long Distance Routes	**4,664,240**	**$580.8**	**$1,118.4**	**$277.3**	**($115.27)**	**34**	**57**
National Train Service [d]	**32,435,235**	**$2,836.3**	**$2,906.0**	**$1,574.0**	**($2.15)**	**32**	**60**
Non-Allocated Capital [e]				**$96.8**			
Total Federal & State Capital				**$1,670.8**			

[a] Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEBs, PRJ and Interest.

[b] This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.

[c] Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.

[d] National Train Service does not include Ancillary or Infrastructure routes.

[e] Non-Allocated Capital category represents Infrastructure & Investment Development business line.

($s in Millions)	Ridership	Revenue	FY 2018 Operating Expense [a]	FY 2018 Capital Project Allocation [b]	FY 2018 Contribution/ (Loss) per Rider ($)	FY 2018 Avg. PM per Core employee (000's) [c]	FY 2018 Avg. SM per Core employee (000's) [c]
Acela	3,661,466	$692.5	$318.1	$481.1	$102.25	29	46
Regional	8,734,785	$714.3	$498.1	$810.9	$24.75	36	66
NEC Special Trains	14,398	$2.0	$3.1	$5.5	($74.81)	11	40
NEC Spine	**12,410,649**	**$1,408.8**	**$819.3**	**$1,297.5**	**$47.50**	**33**	**58**
Ethan Allen Express	54,710	$6.0	$10.7	$1.1	($87.03)	13	30
Vermonter	104,362	$7.5	$12.7	$2.6	($49.91)	29	59
Maple Leaf	418,478	$36.0	$19.0	$11.1	$40.66	90	162
The Downeaster	536,285	$14.3	$19.3	$6.2	($9.26)	31	92
New Haven - Springfield	383,859	$28.6	$20.0	$4.0	$22.45	22	46
Keystone Service	1,532,252	$53.6	$63.0	$12.3	($6.13)	29	62
Empire Service	1,225,337	$62.9	$121.1	$17.6	($47.45)	17	41
Chicago-St.Louis	682,271	$37.7	$30.0	$11.4	$11.32	53	111
Hiawathas	834,817	$24.4	$24.6	$6.3	($0.16)	37	95
Wolverines	516,324	$57.5	$46.2	$10.1	$21.95	32	62
Illini	308,867	$19.8	$20.6	$6.6	($2.55)	36	87
Illinois Zephyr	216,185	$15.8	$17.1	$5.5	($5.68)	28	77
Heartland Flyer	74,789	$7.8	$10.4	$2.1	($35.41)	17	43
Pacific Surfliner	2,984,766	$124.0	$131.8	$23.4	($2.58)	27	80
Cascades	792,037	$71.4	$67.4	$13.8	$5.01	25	44
Capitols	1,509,026	$65.0	$79.8	$17.2	($9.81)	17	66
San Joaquins	1,222,039	$84.7	$100.2	$19.6	($12.67)	23	55
Adirondack	137,915	$14.2	$17.7	$2.6	($25.45)	32	39
Blue Water	189,679	$14.5	$13.8	$3.4	$3.32	37	82
Washington-Lynchburg	195,997	$12.8	$9.9	$1.9	$14.50	60	84
Washington-Newport News	375,894	$28.9	$19.7	$4.2	$24.32	58	78
Washington - Norfolk	175,849	$11.9	$7.9	$2.4	$22.89	55	133
Washington - Richmond	196,520	$11.7	$8.1	$2.1	$17.92	52	106
Hoosier State	31,157	$3.0	$3.2	$1.2	($5.17)	20	47
Kansas City-St.Louis	190,702	$15.0	$16.3	$6.0	($7.15)	29	69
Pennsylvanian	249,067	$16.3	$14.6	$3.8	$6.69	55	75
Pere Marquette	98,059	$6.8	$8.1	$1.8	($13.13)	25	48
Carolinian	316,311	$26.4	$29.3	$5.1	($8.99)	44	53
Piedmont	174,231	$7.4	$9.6	$3.7	($12.67)	27	59
Non NEC Special Trains	21,677	$6.0	$4.0	$0.2	$93.17	13	21
State Supported Routes	**15,749,462**	**$892.0**	**$956.2**	**$209.1**	**($4.07)**	**30**	**66**
Silver Star	404,626	$41.4	$65.6	$17.6	($59.88)	43	70
Cardinal	106,298	$9.5	$29.5	$5.5	($187.85)	21	38
Silver Meteor	374,649	$48.7	$69.9	$16.1	($56.40)	46	67
Empire Builder	447,787	$60.2	$136.6	$30.1	($170.76)	32	67
Capitol Limited	234,964	$23.0	$55.3	$9.0	($137.57)	27	41
California Zephyr	385,834	$58.8	$120.6	$29.0	($160.19)	35	58
Southwest Chief	373,592	$52.5	$126.9	$26.4	($199.08)	35	52
City of New Orleans	263,575	$22.3	$50.7	$10.9	($107.68)	30	47
Texas Eagle	347,634	$31.7	$65.5	$15.0	($97.16)	39	53
Sunset Limited	105,366	$14.6	$54.0	$10.0	($374.27)	21	42
Coast Starlight	489,993	$52.5	$123.7	$16.1	($145.32)	26	40
Lake Shore Limited	376,754	$36.5	$68.5	$13.3	($84.79)	37	65
Palmetto	219,957	$20.1	$22.5	$9.5	($10.71)	52	116
Crescent	296,507	$38.3	$95.5	$15.7	($192.89)	23	43
Auto Train	292,431	$93.2	$88.9	$10.0	$14.73	38	52
Long Distance Routes	**4,719,967**	**$603.5**	**$1,173.8**	**$234.3**	**($120.82)**	**33**	**55**
National Train Service [d]	**32,880,079**	**$2,904.4**	**$2,949.3**	**$1,741.0**	**($1.37)**	**32**	**59**
Non-Allocated Capital [e]				**$113.1**			
Total Federal & State Capital				**$1,854.1**			

[a] Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEBs, PRJ and Interest.

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[c] Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.

[d] National Train Service does not include Ancillary or Infrastructure routes.

[e] Non-Allocated Capital category represents Infrastructure & Investment Development business line.

($s in Millions)	FY 2019 Ridership	Revenue	Operating Expense [a]	Capital Project Allocation [b]	Contribution/ (Loss) per Rider ($)	Avg. PM per Core employee (000's) [c]	Avg. SM per Core employee (000's) [c]
Acela	3,673,195	$712.5	$330.6	$536.7	$103.97	28	45
Regional	8,823,928	$731.4	$509.8	$904.8	$25.11	37	66
NEC Special Trains	14,398	$2.0	$3.3	$6.2	($85.84)	11	39
NEC Spine	**12,511,520**	**$1,445.9**	**$843.7**	**$1,447.7**	**$48.13**	**33**	**58**
Ethan Allen Express	55,548	$6.1	$11.0	$1.0	($87.19)	13	30
Vermonter	105,943	$7.8	$12.9	$2.4	($48.40)	30	59
Maple Leaf	422,760	$36.8	$19.4	$10.4	$41.14	91	162
The Downeaster	544,443	$14.8	$19.3	$5.8	($8.35)	32	93
New Haven - Springfield	389,705	$29.4	$18.2	$3.7	$28.78	25	52
Keystone Service	1,578,520	$56.3	$64.8	$11.5	($5.35)	30	62
Empire Service	1,250,099	$64.7	$123.6	$16.4	($47.13)	17	41
Chicago-St.Louis	699,480	$38.8	$30.4	$10.7	$12.03	55	112
Hiawathas	845,018	$25.1	$24.7	$5.9	$0.40	38	97
Wolverines	527,776	$59.0	$47.8	$9.5	$21.17	32	61
Illini	314,186	$20.3	$20.9	$6.2	($1.88)	37	88
Illinois Zephyr	218,386	$16.2	$17.4	$5.2	($5.47)	29	77
Heartland Flyer	75,163	$8.0	$10.7	$2.0	($35.94)	17	43
Pacific Surfliner	3,045,044	$124.5	$135.4	$22.0	($3.56)	27	80
Cascades	796,152	$71.9	$69.5	$12.9	$3.00	25	43
Capitols	1,524,428	$66.5	$79.0	$16.1	($8.20)	18	68
San Joaquins	1,234,538	$86.6	$99.9	$18.3	($10.74)	24	57
Adirondack	139,328	$14.6	$18.0	$2.4	($23.86)	33	39
Blue Water	191,603	$14.9	$14.0	$3.2	$4.68	38	83
Washington-Lynchburg	200,940	$13.3	$10.1	$1.7	$15.74	62	84
Washington-Newport News	385,367	$29.9	$20.1	$3.9	$25.46	60	78
Washington - Norfolk	179,403	$12.3	$8.0	$2.2	$24.00	56	134
Washington - Richmond	200,487	$12.0	$8.3	$1.9	$18.51	53	106
Hoosier State	31,531	$3.1	$3.3	$1.1	($6.81)	20	46
Kansas City-St.Louis	193,977	$15.4	$16.5	$5.6	($5.81)	30	70
Pennsylvanian	256,598	$16.9	$14.7	$3.5	$8.69	58	76
Pere Marquette	98,775	$7.0	$8.2	$1.7	($12.43)	25	48
Carolinian	322,696	$27.6	$29.9	$4.8	($7.31)	44	53
Piedmont	178,633	$7.6	$9.9	$3.4	($12.55)	27	59
Non NEC Special Trains	21,677	$6.0	$4.6	$0.2	$66.87	11	18
State Supported Routes	**16,028,206**	**$913.4**	**$970.4**	**$195.8**	**($3.55)**	**30**	**67**
Silver Star	408,760	$42.6	$67.1	$16.6	($59.93)	44	70
Cardinal	107,386	$9.8	$30.0	$5.2	($187.78)	21	38
Silver Meteor	378,470	$50.4	$71.3	$15.2	($55.26)	47	67
Empire Builder	450,127	$60.9	$139.2	$28.4	($173.94)	33	67
Capitol Limited	237,842	$23.5	$56.2	$8.5	($137.75)	27	42
California Zephyr	389,003	$59.8	$122.8	$27.4	($162.03)	35	58
Southwest Chief	377,408	$53.5	$129.5	$25.0	($201.50)	36	52
City of New Orleans	267,593	$22.9	$51.8	$10.3	($108.18)	30	47
Texas Eagle	353,793	$32.6	$66.6	$14.2	($96.18)	39	53
Sunset Limited	107,499	$15.0	$55.2	$9.4	($374.66)	22	42
Coast Starlight	499,899	$54.4	$126.5	$15.2	($144.24)	26	40
Lake Shore Limited	378,717	$37.1	$69.6	$12.6	($85.88)	37	65
Palmetto	224,404	$20.8	$23.1	$9.0	($9.92)	53	116
Crescent	297,168	$39.2	$97.5	$14.8	($196.15)	23	43
Auto Train	295,412	$95.7	$88.5	$9.5	$24.24	40	54
Long Distance Routes	**4,773,480**	**$618.0**	**$1,194.9**	**$221.3**	**($120.86)**	**34**	**55**
National Train Service [d]	**33,313,207**	**$2,977.3**	**$3,009.0**	**$1,864.7**	**($0.95)**	**32**	**60**
Non-Allocated Capital [e]				**$112.7**			
Total Federal & State Capital				**$1,977.4**			

[a] Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEBs, PRJ and Interest.

[b] This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.

[c] Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.

[d] National Train Service does not include Ancillary or Infrastructure routes.

[e] Non-Allocated Capital category represents Infrastructure & Investment Development business line.

($s in Millions)	FY 2020 Ridership	Revenue	Operating Expense [a]	Capital Project Allocation [b]	Contribution/ (Loss) per Rider ($)	Avg. PM per Core employee (000's) [c]	Avg. SM per Core employee (000's) [c]
Acela	3,694,500	$733.4	$339.8	$554.1	$106.54	29	45
Regional	8,932,597	$747.4	$521.5	$934.1	$25.28	37	66
NEC Special Trains	14,398	$2.0	$3.4	$6.4	($92.07)	11	39
NEC Spine	**12,641,495**	**$1,482.8**	**$864.7**	**$1,494.6**	**$48.90**	**34**	**58**
Ethan Allen Express	56,512	$6.3	$11.3	$0.9	($88.13)	13	30
Vermonter	107,803	$8.1	$13.2	$2.3	($47.50)	30	59
Maple Leaf	427,893	$37.4	$20.0	$9.6	$40.82	92	162
The Downeaster	553,782	$15.3	$19.4	$5.4	($7.48)	33	96
New Haven - Springfield	396,484	$30.2	$18.6	$3.5	$29.33	26	52
Keystone Service	1,629,762	$59.2	$66.6	$10.6	($4.53)	31	62
Empire Service	1,278,296	$66.4	$126.1	$15.2	($46.71)	17	41
Chicago-St.Louis	718,583	$39.9	$30.9	$9.9	$12.48	57	113
Hiawathas	856,947	$25.7	$25.0	$5.5	$0.76	39	99
Wolverines	540,574	$60.5	$49.3	$8.8	$20.68	33	61
Illini	320,327	$20.8	$21.2	$5.7	($1.20)	39	89
Illinois Zephyr	221,083	$16.5	$17.6	$4.8	($5.15)	29	78
Heartland Flyer	75,652	$8.1	$10.9	$1.8	($36.55)	17	43
Pacific Surfliner	3,113,563	$128.6	$139.4	$20.3	($3.46)	28	80
Cascades	801,861	$73.3	$71.6	$11.9	$2.19	25	43
Capitols	1,543,801	$67.8	$81.2	$14.9	($8.67)	18	58
San Joaquins	1,250,162	$88.4	$102.5	$17.0	($11.26)	24	57
Adirondack	140,973	$15.1	$18.3	$2.3	($23.17)	33	39
Blue Water	193,925	$15.3	$14.2	$3.0	$5.73	39	84
Washington-Lynchburg	206,390	$13.8	$10.3	$1.6	$16.59	64	85
Washington-Newport News	395,727	$30.9	$20.5	$3.6	$26.27	62	79
Washington - Norfolk	183,485	$12.6	$8.1	$2.0	$24.90	58	137
Washington - Richmond	205,086	$12.4	$8.5	$1.8	$18.87	55	107
Hoosier State	31,957	$3.2	$3.4	$1.0	($8.15)	20	46
Kansas City-St.Louis	197,656	$15.8	$16.8	$5.2	($5.17)	31	70
Pennsylvanian	264,847	$17.5	$14.8	$3.2	$10.16	61	78
Pere Marquette	99,700	$7.2	$8.4	$1.6	($11.67)	26	49
Carolinian	329,844	$28.7	$30.6	$4.4	($5.84)	46	53
Piedmont	183,531	$7.9	$10.2	$3.2	($12.38)	28	59
Non NEC Special Trains	21,677	$6.1	$4.7	$0.2	$64.13	11	19
State Supported Routes	**16,347,883**	**$938.9**	**$993.6**	**$181.2**	**($3.34)**	**31**	**66**
Silver Star	413,776	$43.9	$68.7	$15.0	($60.08)	44	71
Cardinal	108,460	$10.1	$30.6	$4.7	($188.60)	21	38
Silver Meteor	383,144	$52.1	$72.9	$13.7	($54.31)	47	68
Empire Builder	453,165	$61.7	$142.2	$25.6	($177.64)	33	68
Capitol Limited	241,172	$23.9	$57.7	$7.7	($139.95)	28	42
California Zephyr	392,892	$60.7	$125.1	$24.7	($163.79)	36	59
Southwest Chief	381,883	$54.4	$132.2	$22.5	($203.61)	36	53
City of New Orleans	272,173	$23.4	$52.9	$9.2	($108.49)	31	48
Texas Eagle	360,674	$33.4	$67.8	$12.8	($95.54)	40	54
Sunset Limited	109,649	$15.3	$56.4	$8.5	($374.77)	22	43
Coast Starlight	510,952	$56.3	$129.2	$13.7	($142.66)	27	41
Lake Shore Limited	381,321	$37.6	$71.3	$11.3	($88.33)	38	65
Palmetto	229,365	$21.5	$23.6	$8.1	($9.15)	55	116
Crescent	298,299	$40.0	$99.6	$13.3	($199.76)	23	43
Auto Train	299,149	$98.7	$89.9	$8.5	$29.43	41	54
Long Distance Routes	**4,836,074**	**$633.1**	**$1,220.1**	**$199.2**	**($121.38)**	**34**	**56**
National Train Service [d]	**33,825,452**	**$3,054.8**	**$3,078.4**	**$1,875.0**	**($0.70)**	**33**	**60**
Non-Allocated Capital [e]				**$81.8**			
Total Federal & State Capital				**$1,956.8**			

[a] Budget route results are projected based on APT historical ratios. Expenses exclude net Depreciation, OPEBs, PRJ and Interest.

[b] This represents the allocation of Federal, Operating Profits and PRIIA Funded Capital Projects to Routes.

[c] Employee data is not aggregated by route in Amtrak's Financial Systems. The data presented here is based on an allocation of Core employees based on total costs of each route. PM equals Passenger Miles and SM equals Seat Miles.

[d] National Train Service does not include Ancillary or Infrastructure routes.

[e] Non-Allocated Capital category represents Infrastructure & Investment Development business line.

COMPLIANCE WITH PRIIA SECTION 204

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

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

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

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

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

- See Exhibits 3-1, 3-3, 3-6, 3-8, 5-2, 5-10,

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

(in Millions)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
NEC	12.0	12.3	12.4	12.5	12.6
State Supported	15.2	15.5	15.7	16.0	16.3
Long Distance	4.6	4.7	4.7	4.8	4.8
Total Ridership	**31.8**	**32.4**	**32.9**	**33.3**	**33.8**

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

($s in Millions)	FY 2016 Reimbursable	FY 2016 Commuter	FY 2016 Commercial Development	FY 2016 Total Non Passenger	FY 2017 Reimbursable	FY 2017 Commuter	FY 2017 Commercial Development	FY 2017 Total Non Passenger
Total Revenue	**$ 126.5**	**$ 150.0**	**$ 82.1**	**$ 358.6**	**$ 125.6**	**$ 150.0**	**$ 83.6**	**$ 359.2**
Salaries, Wages & Benefits	34.8	8.6	3.1	46.5	34.0	8.0	2.7	44.8
Train Operations	0.0	0.7	0.0	0.7	0.1	0.7	0.0	0.8
Fuel, Power & Utilities	1.0	0.1	0.2	1.4	1.0	0.1	0.2	1.4
Materials	2.5	(0.0)	0.0	2.5	2.5	0.0	0.0	2.5
Facility, Communication & Office	3.6	2.1	0.6	6.3	3.4	2.0	0.5	5.9
Advertising and Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casualty and Other Claims	3.1	1.3	0.3	4.7	2.8	1.0	0.2	4.1
Professional Fees & Data Processing	7.9	3.7	1.1	12.7	8.5	3.5	0.9	13.0
All Other Expense	21.5	2.5	0.6	24.5	20.8	2.0	0.4	23.2
Transfer to Capital & Ancillary	51.8	151.0	0.1	202.8	71.8	189.7	0.2	261.8
Core Expense	**126.2**	**170.0**	**6.1**	**302.3**	**145.0**	**207.1**	**5.3**	**357.3**
Ancillary Expense	73.2	(26.7)	10.0	56.6	86.1	(56.2)	11.5	41.5
Total Expense	**199.4**	**143.3**	**16.1**	**358.8**	**231.1**	**150.9**	**16.8**	**398.8**
Adjusted Operating Loss	**$ (72.9)**	**$ 6.7**	**$ 66.0**	**$ (0.2)**	**$ (105.6)**	**$ (0.9)**	**$ 66.8**	**$ (39.6)**

($s in Millions)	FY 2018 Reimbursable	FY 2018 Commuter	FY 2018 Commercial Development	FY 2018 Total Non Passenger	FY 2019 Reimbursable	FY 2019 Commuter	FY 2019 Commercial Development	FY 2019 Total Non Passenger
Total Revenue	**$ 125.6**	**$ 150.0**	**$ 86.0**	**$ 361.5**	**$ 125.6**	**$ 150.0**	**$ 91.0**	**$ 366.6**
Salaries, Wages & Benefits	34.8	8.1	2.7	45.7	34.2	7.7	2.6	44.6
Train Operations	(0.0)	0.7	0.0	0.7	(0.1)	0.6	(0.0)	0.5
Fuel, Power & Utilities	1.0	0.1	0.2	1.4	1.0	0.1	0.3	1.4
Materials	2.5	0.0	0.0	2.5	2.5	(0.0)	0.0	2.5
Facility, Communication & Office	3.4	2.0	0.5	5.9	3.6	2.1	0.6	6.2
Advertising and Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Casualty and Other Claims	2.7	1.0	0.2	3.8	2.8	1.0	0.2	4.0
Professional Fees & Data Processing	8.6	3.4	0.9	12.9	9.2	3.7	1.0	13.8
All Other Expense	20.6	1.8	0.4	22.8	20.8	1.9	0.4	23.1
Transfer to Capital & Ancillary	78.2	189.7	0.3	268.2	84.4	189.7	0.5	274.5
Core Expense	**151.8**	**206.9**	**5.3**	**364.0**	**158.4**	**206.8**	**5.5**	**370.8**
Ancillary Expense	86.5	(54.5)	12.3	44.3	87.9	(51.0)	14.0	50.9
Total Expense	**238.2**	**152.4**	**17.6**	**408.2**	**246.3**	**155.9**	**19.5**	**421.6**
Adjusted Operating Loss	**$ (112.7)**	**$ (2.4)**	**$ 68.4**	**$ (46.7)**	**$ (120.7)**	**$ (5.9)**	**$ 71.5**	**$ (55.1)**

($s in Millions)	FY 2020 Reimbursable	FY 2020 Commuter	FY 2020 Commercial Development	FY 2020 Total Non Passenger
Total Revenue	**$ 125.6**	**$ 150.0**	**$ 96.7**	**$ 372.3**
Salaries, Wages & Benefits	35.9	8.2	2.7	46.8
Train Operations	(0.2)	0.6	(0.0)	0.4
Fuel, Power & Utilities	1.0	0.1	0.3	1.4
Materials	2.5	(0.0)	(0.0)	2.5
Facility, Communication & Office	3.8	2.1	0.6	6.5
Advertising and Sales	0.0	0.0	0.0	0.0
Casualty and Other Claims	2.9	1.0	0.2	4.2
Professional Fees & Data Processing	9.9	3.9	1.1	14.8
All Other Expense	21.1	1.9	0.4	23.5
Transfer to Capital & Ancillary	90.7	189.7	0.6	281.0
Core Expense	**167.6**	**207.7**	**5.8**	**381.1**
Ancillary Expense	88.2	(49.1)	14.3	53.4
Total Expense	**255.9**	**158.5**	**20.1**	**434.5**
Adjusted Operating Loss	**$ (130.3)**	**$ (8.5)**	**$ 76.6**	**$ (62.2)**

(4) capital funding requirements and expenditures necessary to maintain passenger service in order to accommodate predicted ridership levels and predicted sources of capital funding;
- See Exhibits 3-2, 3-4, 3-7, 3-9, 5-4, 5-5, 5-6, 5-7, 5-8

(5) operational funding needs, if any, to maintain current and projected levels of passenger service, including State-supported routes and predicted funding sources;
- See Exhibits 3-1, 3-3, 3-6, 3-8, 5-3

(6) projected capital and operating requirements, ridership, and revenue for any new passenger service operations or service expansions;
- Plan contains no new or expanded passenger services

(7) an assessment of the continuing financial stability of Amtrak, as indicated by factors such as anticipated Federal funding of capital and operating costs, Amtrak's ability to efficiently recruit, retain, and manage its workforce, and Amtrak's ability to effectively provide passenger rail service;
- See "Amtrak Financial Stability" in page 92 and Strategic Objective T1

(8) estimates of long-term and short-term debt and associated principal and interest payments (both current and anticipated);
- See "Debt and Debt Service" in page 91

(9) annual cash flow forecasts;
- See "Cash Flow" in page 90

(10) a statement describing methods of estimation and significant assumptions;
- See "Methods of Estimation and Significant Assumptions" in page 93

(11) specific measures that demonstrate measurable improvement year over year in the financial results of Amtrak's operations;
- See Strategic Objective T1

(12) prior fiscal year and projected operating ratio, cash operating loss, and cash operating loss per passenger on a route, business line, and corporate basis;
- See FY16-FY20 Statistics by Route

(13) prior fiscal year and projected specific costs and savings estimates resulting from reform initiatives;
- See Strategic Objective T1

(14) prior fiscal year and projected labor productivity statistics on a route, business line, and corporate basis;
- See FY16-FY20 Statistics by Route

(15) prior fiscal year and projected equipment reliability statistics
- See Exhibit 2-1

(16) capital and operating expenditures for anticipated security needs

($s in Millions)	FY 2016 Amtrak Police	FY 2016 EM & CS	FY 2016 Total Security Expense	FY 2017 Amtrak Police	FY 2017 EM & CS	FY 2017 Total Security Expense
Salaries, Wages & Benefits	68.8	5.3	74.1	73.3	5.5	78.8
Train Operations	0.0	-	0.0	0.1	-	0.1
Fuel, Power & Utilities	0.0	0.0	0.0	0.0	0.0	0.0
Materials	0.0	-	0.0	0.0	-	0.0
Facility, Communication & Office	3.8	2.4	6.2	3.9	2.4	6.3
Advertising and Sales	-	-	-	-	-	-
Casualty and Other Claims	-	-	-	-	-	-
Professional Fees & Data Processing	0.2	2.9	3.1	0.2	2.9	3.1
All Other Expense	1.7	0.1	1.8	1.8	0.1	1.9
Transfer to Capital & Ancillary	-	-	-	-	-	-
Core Expense	**74.6**	**10.7**	**85.2**	**79.2**	**10.9**	**90.1**
Ancillary Expense	-	-	-	-	-	-
Total Operating Expense	**74.6**	**10.7**	**85.2**	**79.2**	**10.9**	**90.1**
Capital Programs	**1.3**	**8.0**	**9.3**	**4.6**	**4.7**	**9.3**
Total Security Expense	**$ 75.8**	**$ 18.7**	**$ 94.5**	**$ 83.8**	**$ 15.6**	**$ 99.4**

($s in Millions)	FY 2018 Amtrak Police	FY 2018 EM & CS	FY 2018 Total Security Expense	FY 2019 Amtrak Police	FY 2019 EM & CS	FY 2019 Total Security Expense
Salaries, Wages & Benefits	74.5	5.7	80.2	76.9	7.1	84.0
Train Operations	0.0	-	0.0	0.0	-	0.0
Fuel, Power & Utilities	0.0	0.0	0.0	0.0	0.0	0.0
Materials	0.0	-	0.0	0.0	-	0.0
Facility, Communication & Office	3.9	2.4	6.4	3.9	2.5	6.4
Advertising and Sales	-	-	-	-	-	-
Casualty and Other Claims	-	-	-	-	-	-
Professional Fees & Data Processing	0.2	2.9	3.1	0.2	2.9	3.1
All Other Expense	1.9	0.1	2.0	1.9	0.1	2.0
Transfer to Capital & Ancillary	-	-	-	-	-	-
Core Expense	**80.6**	**11.1**	**91.7**	**83.0**	**12.5**	**95.6**
Ancillary Expense	-	-	-	-	-	-
Total Operating Expense	**80.6**	**11.1**	**91.7**	**83.0**	**12.5**	**95.6**
Capital Programs	**4.4**	**6.3**	**10.6**	**0.8**	**3.1**	**3.9**
Total Security Expense	**$ 85.0**	**$ 17.4**	**$ 102.3**	**$ 83.9**	**$ 15.6**	**$ 99.5**

($s in Millions)	FY 2020 Amtrak Police	FY 2020 EM & CS	FY 2020 Total Security Expense
Salaries, Wages & Benefits	77.8	7.3	85.2
Train Operations	0.0	-	0.0
Fuel, Power & Utilities	0.0	0.0	0.0
Materials	0.0	-	0.0
Facility, Communication & Office	4.0	2.5	6.4
Advertising and Sales	-	-	-
Casualty and Other Claims	-	-	-
Professional Fees & Data Processing	0.2	2.9	3.1
All Other Expense	1.9	0.1	2.0
Transfer to Capital & Ancillary	-	-	-
Core Expense	**84.0**	**12.8**	**96.8**
Ancillary Expense	-	-	-
Total Operating Expense	**84.0**	**12.8**	**96.8**
Capital Programs	**0.8**	**3.7**	**4.5**
Total Security Expense	**$ 84.8**	**$ 16.5**	**$ 101.3**

FY 2018 GRANT REQUEST BY BUSINESS LINE

($'s in Millions)

	FY 2018 Operating Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Operating Estimates					
Operating Revenue	$ 1,809.4	$ 906.0	$ 644.3	$ 119.2	$ 3,478.9
Operating Expense	1,458.7	975.9	1,232.8	33.8	3,701.2
[1] NEC Revenue reserved for RRIF and FAST Act match	178.1	-	-	-	178.1
Net Operating Profit/(Loss)	172.6	(69.9)	(588.5)	85.4	(400.4)
Operating Profits used for Capital Investment	(172.6)	-	-	(85.4)	(258.0)
Total Operating Loss	**$ -**	**$ (69.9)**	**$ (588.5)**	**$ -**	**$ (658.4)**
				Operating Grant Request	**$ 658.4**

	FY 2018 Capital Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Capital Needs					
NEC Shared Infrastructure (PRIIA 212)	$ 977.6	$ 57.3	$ 33.1	$ -	$ 1,068.1
Other Infrastructure	45.8	44.4	54.7	101.1	246.0
Train Services and Support	274.2	107.3	146.5	12.0	540.0
Subtotal Capital Needs	**$ 1,297.5**	**$ 209.1**	**$ 234.3**	**$ 113.1**	**$ 1,854.1**
Capital Funds					
Net Operating Profits	$ (172.6)	$ -	$ -	$ (85.4)	$ (258.0)
NEC Profits reserved for FAST Act match	(106.9)	-	-	-	(106.9)
Commuter payments (PRIIA 212)	(172.3)	-	-	-	(172.3)
[2] FAST Act award	(427.5)	-	-	-	(427.5)
NEC Commuter Match (excl Gateway)	(148.4)	-	-	-	(148.4)
State Contributions to Equipment Capital (PRIIA 209)	-	(46.8)	-	-	(46.8)
Net Capital Needs	**$ 269.9**	**$ 162.3**	**$ 234.3**	**$ 27.6**	**$ 694.2**
				Debt Service	120.5
				State Supported Commission	2.0
				NEC Commission	5.0
				FRA Management Oversight	9.5
				General Capital Request	**$ 831.3**
				Federal Discretionary Grant Programs (Authorized by FAST Act)	**$ 427.5**
				Total Federal Grant Request	**$ 1,917.1**
Gateway Funding Request					
Total Gateway Expense	**$ 1,607.3**	**$ 33.4**	**$ 47.4**	**$ -**	**$ 1,688.1**
Commuter/FTA share	(1,285.8)	(26.7)	(38.0)	-	(1,350.5)
FAST Act Grant Award/FRA	(257.2)	(5.3)	(7.6)	-	(270.1)
Gateway (Amtrak share)	(64.3)	(1.3)	(1.9)	-	(67.5)

[1] NEC Operating Revenue includes RRIF loan repayment and Amtrak FAST Act match

[2] FAST Act revenues are pursuant to a separate Federal request, not the General Capital grant

FY 2019 GRANT REQUEST BY BUSINESS LINE

($'s in Millions)

	FY 2019 Operating Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Operating Estimates					
Operating Revenue	$ 1,847.3	$ 927.5	$ 658.8	$ 124.9	$ 3,558.4
Operating Expense	1,503.9	990.9	1,256.2	38.4	3,789.4
[1] NEC Revenue reserved for RRIF and FAST Act match	186.6	-	-	-	186.6
Net Operating Profit/(Loss)	156.7	(63.4)	(597.4)	86.5	(417.6)
Operating Profits used for Capital Investment	(156.7)	-	-	(86.5)	(243.2)
Total Operating Loss	**$ -**	**$ (63.4)**	**$ (597.4)**	**$ -**	**$ (660.8)**
				Operating Grant Request	**$ 660.8**

	FY 2019 Capital Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Capital Needs					
NEC Shared Infrastructure (PRIIA 212)	$ 1,155.4	$ 62.4	$ 41.0	$ -	$ 1,258.8
Other Infrastructure	41.5	38.5	53.8	100.7	234.5
Train Services and Support	250.7	94.9	126.5	12.0	484.1
Subtotal Capital Needs	**$ 1,447.7**	**$ 195.8**	**$ 221.3**	**$ 112.7**	**$ 1,977.4**
Capital Funds					
Net Operating Profits	$ (156.7)	$ -	$ -	$ (86.5)	$ (243.2)
NEC Profits reserved for FAST Act match	(121.6)	-	-	-	(121.6)
Commuter payments (PRIIA 212)	(181.4)	-	-	-	(181.4)
[2] FAST Act award	(486.6)	-	-	-	(486.6)
NEC Commuter Match (excl Gateway)	(202.8)	-	-	-	(202.8)
State Contributions to Equipment Capital (PRIIA 209)	-	(47.5)	-	-	(47.5)
Net Capital Needs	**$ 298.5**	**$ 148.3**	**$ 221.3**	**$ 26.2**	**$ 694.3**
				Debt Service	123.2
				State Supported Commission	2.0
				NEC Commission	5.0
				FRA Management Oversight	9.9
				General Capital Request	**$ 834.3**
				Federal Discretionary Grant Programs (Authorized by FAST Act)	**$ 486.6**
				Total Federal Grant Request	**$ 1,981.7**

Gateway Funding Request					
Total Gateway Expense	**$ 1,616.8**	**$ 33.2**	**$ 46.8**	**$ -**	**$ 1,696.8**
Commuter/FTA share	(1,293.4)	(26.6)	(37.4)	-	(1,357.4)
FAST Act Grant Award/FRA	(258.7)	(5.3)	(7.5)	-	(271.5)
Gateway (Amtrak share)	(64.7)	(1.3)	(1.9)	-	(67.9)

[1] NEC Operating Revenue includes RRIF loan repayment and Amtrak FAST Act match

[2] FAST Act revenues are pursuant to a separate Federal request, not the General Capital grant

FY 2020 GRANT REQUEST BY BUSINESS LINE

($'s in Millions)

	FY 2020 Operating Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Operating Estimates					
Operating Revenue	$ 1,884.2	$ 952.9	$ 673.9	$ 131.0	$ 3,642.0
Operating Expense	1,546.3	1,014.8	1,283.0	40.6	3,884.6
[1] NEC Revenue reserved for RRIF and FAST Act match	186.7	-	-	-	186.7
Net Operating Profit/(Loss)	151.3	(61.9)	(609.1)	90.4	(429.2)
Operating Profits used for Capital Investment	(151.3)	-	-	(90.4)	(241.7)
Total Operating Loss	**$ -**	**$ (61.9)**	**$ (609.1)**	**$ -**	**$ (671.0)**
				Operating Grant Request	**$ 671.0**

	FY 2020 Capital Estimates				
	Northeast Corridor	State Supported	Long Distance	Infrastructure & Investment Development	Total
Capital Needs					
NEC Shared Infrastructure (PRIIA 212)	$ 1,225.7	$ 56.3	$ 44.1	$ -	$ 1,326.1
Other Infrastructure	28.9	32.0	50.5	69.8	181.1
Train Services and Support	239.9	92.9	104.7	12.0	449.5
Subtotal Capital Needs	**$ 1,494.6**	**$ 181.2**	**$ 199.2**	**$ 81.8**	**$ 1,956.8**
Capital Funds					
Net Operating Profits	$ (151.3)	$ -	$ -	$ (90.4)	$ (241.7)
NEC Profits reserved for FAST Act match	(130.2)	-	-	-	(130.2)
Commuter payments (PRIIA 212)	(191.1)	-	-	-	(191.1)
[2] FAST Act award	(521.0)	-	-	-	(521.0)
NEC Commuter Match (excl Gateway)	(217.4)	-	-	-	(217.4)
State Contributions to Equipment Capital (PRIIA 209)	-	(46.0)	-	-	(46.0)
Net Capital Needs	**$ 283.5**	**$ 135.2**	**$ 199.2**	**$ (8.6)**	**$ 609.3**
				Debt Service	117.2
				State Supported Commission	2.0
				NEC Commission	5.0
				FRA Management Oversight	9.6
				General Capital Request	**$ 743.2**
				Federal Discretionary Grant Programs (Authorized by FAST Act)	**$ 521.0**
				Total Federal Grant Request	**$ 1,935.1**

Gateway Funding Request					
Total Gateway Expense	**$ 1,732.4**	**$ 34.7**	**$ 47.9**	**$ -**	**$ 1,815.0**
Commuter/FTA share	(1,385.9)	(27.8)	(38.3)	-	(1,452.0)
FAST Act Grant Award/FRA	(277.2)	(5.6)	(7.7)	-	(290.4)
Gateway (Amtrak share)	(69.3)	(1.4)	(1.9)	-	(72.6)

[1] NEC Operating Revenue includes RRIF loan repayment and Amtrak FAST Act match

[2] FAST Act revenues are pursuant to a separate Federal request, not the General Capital grant

CONSOLIDATED OPERATING P&L

($s in Millions)	Budget FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Ticket Revenue (Adjusted)	$ 2,235.0	$ 2,315.9	$ 2,389.8	$ 2,447.2	$ 2,510.4
Food & Beverage	131.9	149.9	161.7	174.1	180.0
State Supported Train Revenue	257.8	262.8	268.1	273.4	278.9
Subtotal Passenger Related Revenue	**$ 2,624.7**	**$ 2,728.6**	**$ 2,819.5**	**$ 2,894.7**	**$ 2,969.3**
Other Core Revenue	217.2	224.8	234.8	237.1	238.5
Ancillary Revenue	468.8	453.5	424.6	426.5	434.2
Total Revenue	**$ 3,310.7**	**$ 3,407.0**	**$ 3,478.9**	**$ 3,558.4**	**$ 3,642.0**
Salaries, Wages & Benefits	2,025.2	2,088.4	2,163.7	2,226.2	2,302.1
Train Operations	286.9	297.5	305.4	312.8	320.9
Fuel, Power & Utilities	295.9	299.3	301.8	306.3	308.9
Materials	134.6	138.6	142.1	145.4	148.4
Facility, Communication & Office	160.0	165.6	169.7	174.4	179.2
Advertising and Sales	114.0	116.1	129.0	141.7	145.1
Casualty and Other Claims	60.9	61.0	61.0	61.0	61.0
Professional Fees & Data Processing	228.6	267.3	282.1	291.2	299.6
All Other Expense	133.8	117.3	86.1	74.3	67.5
Transfer to Capital & Ancillary	(256.2)	(265.3)	(272.4)	(279.2)	(286.2)
Core Expense	**$ 3,183.8**	**$ 3,285.8**	**$ 3,368.6**	**$ 3,454.1**	**$ 3,546.6**
Ancillary Expense	**371.3**	**360.6**	**332.6**	**335.2**	**338.0**
Total Expense	**$ 3,555.0**	**$ 3,646.4**	**$ 3,701.2**	**$ 3,789.4**	**$ 3,884.6**
Adjusted Operating Loss	**$ (244.3)**	**$ (239.4)**	**$ (222.3)**	**$ (231.0)**	**$ (242.6)**
NEC Revenue reserved for RRIF	**(44.2)**	**(51.6)**	**(71.2)**	**(65.0)**	**(56.4)**
Federally Funded Operating Loss	**$ (288.5)**	**$ (291.0)**	**$ (293.5)**	**$ (296.0)**	**$ (299.0)**

OPERATING EXPENSES BY ACCOUNT AND DEPARTMENT

($s in Millions)	Salary, Wages & Benefits Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 527.6	$ 544.2	$ 563.5	$ 592.2	$ 612.7
GM: State Supported	138.5	143.1	148.4	157.0	162.5
GM: Long Distance	511.4	527.8	546.8	574.2	594.1
Engineering	260.7	270.7	281.7	302.4	313.9
Mechanical	92.8	96.6	100.9	111.6	116.3
Customer Service	6.7	7.0	7.3	9.2	9.6
System Operations	16.9	18.0	18.9	24.5	25.7
Transportation	13.4	13.9	14.3	17.0	17.5
Safety	9.6	10.0	10.4	12.2	12.6
Business Operations	4.6	5.8	6.0	3.1	3.3
Ops Research & Planning	2.9	3.0	3.1	4.0	4.1
All Other Operations	1.4	1.5	1.5	2.0	2.1
Total Operations	**$ 1,586.4**	**$ 1,641.6**	**$ 1,703.0**	**$ 1,809.3**	**$ 1,874.4**
IT	45.3	52.0	54.0	69.3	71.7
Marketing & Sales	86.6	89.8	91.1	97.8	94.8
CFO	32.8	34.5	36.1	45.0	46.6
Procurement	42.5	43.4	45.1	51.0	52.9
Amtrak Police Department	68.8	73.3	74.5	76.9	77.8
General Counsel	20.4	22.5	23.8	30.9	32.0
Human Capital	31.5	36.9	39.5	50.0	51.4
EM&CS	5.3	5.5	5.7	7.1	7.3
NEC IID	7.0	7.8	8.5	10.9	11.3
CEO	1.7	1.9	1.5	2.0	2.2
Gov't Affairs	5.2	5.4	5.7	7.2	7.4
Research & Strategy	0.9	1.0	1.0	1.3	1.3
Strategic Fleet Rail Initiatives	0.4	0.4	0.4	0.5	0.5
NEC Advisory	1.6	1.7	1.7	2.2	2.3
Other Corporate	65.0	46.8	47.8	(60.3)	(57.1)
Total Corporate	**$ 415.0**	**$ 423.0**	**$ 436.6**	**$ 391.8**	**$ 402.4**
Other Core Expense	23.8	23.9	24.2	25.0	25.3
Core Operating Expense	**$ 2,025.2**	**$ 2,088.4**	**$ 2,163.7**	**$ 2,226.2**	**$ 2,302.1**
Ancillary Expense	152.5	155.6	152.6	159.5	162.0
Total Operating Expense	**$ 2,177.7**	**$ 2,244.0**	**$ 2,316.3**	**$ 2,385.7**	**$ 2,464.1**

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

($s in Millions)	Train Operations Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 6.2	$ 6.3	$ 6.4	$ 6.6	$ 6.7
GM: State Supported	33.7	34.4	35.1	35.8	36.4
GM: Long Distance	18.6	18.9	19.3	19.6	20.0
Engineering	0.2	0.2	0.2	0.2	0.2
Customer Service	87.2	90.0	92.6	95.1	98.4
System Operations	0.1	0.1	0.1	0.1	0.1
Transportation	133.5	138.8	144.2	149.5	154.9
Business Operations	(0.4)	(3.4)	(4.8)	(6.7)	(8.5)
Ops Research & Planning	11.8	12.1	12.3	12.5	12.8
All Other Operations	(0.0)	0.0	0.0	(0.0)	(0.0)
Total Operations	**$ 290.9**	**$ 297.5**	**$ 305.3**	**$ 312.8**	**$ 320.9**
Amtrak Police Department	0.0	0.1	0.0	0.0	0.0
Other Corporate	(4.0)	0.0	0.0	0.0	0.0
Total Corporate	**$ (4.0)**	**$ 0.1**	**$ 0.0**	**$ 0.0**	**$ 0.1**
Other Core Expense	-	-	-	-	-
Core Operating Expense	**$ 286.9**	**$ 297.5**	**$ 305.4**	**$ 312.8**	**$ 320.9**
Ancillary Expense	2.4	2.4	2.4	2.5	2.5
Total Operating Expense	**$ 289.3**	**$ 300.0**	**$ 307.8**	**$ 315.3**	**$ 323.4**

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

($s in Millions)	Fuel, Power & Utilities Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 50.6	$ 51.3	$ 52.0	$ 52.7	$ 53.4
GM: State Supported	27.9	28.2	28.5	28.8	29.1
GM: Long Distance	84.6	85.6	86.5	87.5	88.4
Engineering	8.9	9.3	9.6	10.0	10.3
Mechanical	5.1	5.1	5.1	5.1	5.1
Customer Service	0.1	0.1	0.1	0.1	0.1
System Operations	0.4	0.4	0.4	0.4	0.4
Transportation	14.6	14.8	14.9	15.1	15.2
Total Operations	**$ 192.2**	**$ 194.7**	**$ 197.1**	**$ 199.6**	**$ 202.1**
Marketing & Sales	0.4	0.4	0.4	0.4	0.4
Procurement	0.4	0.4	0.4	0.4	0.4
Other Corporate	102.8	103.8	103.8	105.9	106.0
Total Corporate	**$ 103.7**	**$ 104.7**	**$ 104.7**	**$ 106.8**	**$ 106.9**
Other Core Expense	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Core Operating Expense	**$ 295.9**	**$ 299.3**	**$ 301.8**	**$ 306.3**	**$ 308.9**
Ancillary Expense	11.5	11.6	11.7	11.7	11.8
Total Operating Expense	**$ 307.4**	**$ 310.9**	**$ 313.5**	**$ 318.1**	**$ 320.7**

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

($s in Millions)	Materials Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 60.0	$ 61.1	$ 62.3	$ 63.5	$ 64.6
GM: State Supported	17.2	17.5	17.8	18.1	18.4
GM: Long Distance	51.5	52.5	53.6	54.6	55.6
Engineering	15.8	16.5	17.1	17.7	18.4
Mechanical	(23.8)	(23.2)	(22.6)	(22.0)	(21.2)
Customer Service	0.2	0.2	0.2	0.2	0.2
Transportation	0.4	0.4	0.4	0.4	0.4
Business Operations	-	(0.2)	(0.5)	(1.0)	(2.0)
Total Operations	**$ 121.3**	**$ 124.7**	**$ 128.2**	**$ 131.5**	**$ 134.4**
Procurement	0.3	0.3	0.3	0.3	0.3
Human Capital	0.1	0.1	0.0	0.0	0.0
Other Corporate	13.0	13.5	13.6	13.6	13.6
Total Corporate	**$ 13.3**	**$ 13.8**	**$ 13.9**	**$ 13.9**	**$ 14.0**
Core Operating Expense	**$ 134.6**	**$ 138.6**	**$ 142.1**	**$ 145.4**	**$ 148.4**
Ancillary Expense	31.4	31.4	27.4	27.4	27.5
Total Operating Expense	**$ 166.0**	**$ 170.0**	**$ 169.5**	**$ 172.9**	**$ 175.9**

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

($s in Millions)	Facility, Communication & Office Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 31.9	$ 32.7	$ 33.5	$ 34.4	$ 35.2
GM: State Supported	9.5	9.8	10.0	10.2	10.5
GM: Long Distance	30.7	31.5	32.4	33.5	34.4
Engineering	17.5	18.2	18.9	19.6	20.3
Mechanical	7.5	7.8	7.8	7.8	7.8
Customer Service	2.4	2.4	2.5	2.6	2.7
System Operations	0.9	1.0	1.0	1.0	1.0
Transportation	1.1	1.1	1.1	1.1	1.2
Safety	0.3	0.3	0.3	0.3	0.3
Business Operations	1.3	1.8	1.8	1.8	1.9
All Other Operations	0.6	0.6	0.7	0.7	0.7
Total Operations	**$ 103.7**	**$ 107.2**	**$ 110.0**	**$ 113.0**	**$ 116.0**
IT	30.0	31.2	32.4	33.7	35.0
Marketing & Sales	8.1	8.6	8.8	8.9	9.0
CFO	2.4	2.4	2.4	2.5	2.5
Procurement	3.7	3.4	3.4	3.5	3.6
Amtrak Police Department	3.8	3.9	3.9	3.9	4.0
General Counsel	1.9	2.0	2.1	2.1	2.2
Human Capital	2.6	3.1	2.9	3.0	3.1
EM&CS	2.4	2.4	2.4	2.5	2.5
NEC IID	0.2	0.2	0.2	0.2	0.2
CEO	0.2	0.2	0.2	0.2	0.2
Gov't Affairs	0.4	0.5	0.5	0.5	0.5
Research & Strategy	0.1	0.1	0.1	0.1	0.1
NEC Advisory	0.4	0.4	0.4	0.5	0.5
Other Corporate	8.0	8.0	8.0	8.0	8.0
Total Corporate	**$ 64.3**	**$ 66.4**	**$ 67.8**	**$ 69.4**	**$ 71.2**
Other Core Expense	(8.0)	(8.0)	(8.0)	(8.0)	(8.0)
Core Operating Expense	**$ 160.0**	**$ 165.6**	**$ 169.7**	**$ 174.4**	**$ 179.2**
Ancillary Expense	24.4	24.5	23.9	24.0	24.1
Total Operating Expense	**$ 184.4**	**$ 190.1**	**$ 193.6**	**$ 198.4**	**$ 203.3**

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

($s in Millions)	Advertising & Sales Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: Long Distance	0.2	0.2	0.2	0.2	0.2
Total Operations	**$ 0.2**	**$ 0.2**	**$ 0.2**	**$ 0.2**	**$ 0.2**
Marketing & Sales	60.9	60.9	72.6	84.4	86.5
Gov't Affairs	0.1	0.1	0.1	0.1	0.1
Other Corporate	52.9	54.9	56.1	57.0	58.2
Total Corporate	**$ 113.8**	**$ 115.9**	**$ 128.8**	**$ 141.5**	**$ 144.9**
Core Operating Expense	**$ 114.0**	**$ 116.1**	**$ 129.0**	**$ 141.7**	**$ 145.1**
Total Operating Expense	**$ 114.0**	**$ 116.1**	**$ 129.0**	**$ 141.7**	**$ 145.1**

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

($s in Millions)	Casualty & Other Claims Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: Long Distance	0.2	0.2	0.2	0.2	0.2
Total Operations	**$ 0.2**	**$ 0.2**	**$ 0.2**	**$ 0.2**	**$ 0.2**
General Counsel	4.2	4.2	4.2	4.2	4.2
Other Corporate	56.0	56.0	56.0	56.0	56.0
Total Corporate	**$ 60.1**	**$ 60.2**	**$ 60.2**	**$ 60.2**	**$ 60.2**
Other Core Expense	0.6	0.6	0.6	0.6	0.6
Core Operating Expense	**$ 60.9**	**$ 61.0**	**$ 61.0**	**$ 61.0**	**$ 61.0**
Total Operating Expense	**$ 60.9**	**$ 61.0**	**$ 61.0**	**$ 61.0**	**$ 61.0**

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

($s in Millions)	Other Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 2.7	$ 2.8	$ 2.8	$ 2.9	$ 2.9
GM: State Supported	3.5	3.5	3.6	3.7	3.7
GM: Long Distance	5.3	5.4	5.5	5.6	5.7
Engineering	28.8	29.9	31.0	32.1	33.2
Mechanical	1.6	1.6	1.6	1.6	1.6
Customer Service	0.4	0.4	0.5	0.5	0.5
System Operations	0.0	0.0	0.0	0.0	0.0
Transportation	0.3	0.3	0.4	0.4	0.4
Safety	0.4	0.4	0.4	0.4	0.4
Business Operations	-	(0.3)	(0.8)	(1.5)	(2.8)
Total Operations	**$ 43.1**	**$ 44.2**	**$ 45.0**	**$ 45.6**	**$ 45.7**
Marketing & Sales	5.4	5.4	5.4	5.4	5.4
CFO	0.9	0.9	0.9	0.9	0.9
Procurement	0.4	0.4	0.4	0.4	0.4
Amtrak Police Department	1.7	1.8	1.9	1.9	1.9
General Counsel	2.2	2.5	2.9	3.4	3.4
Human Capital	0.1	0.1	0.1	0.1	0.1
EM&CS	0.1	0.1	0.1	0.1	0.1
Other Corporate	85.0	66.9	34.4	21.5	14.6
Total Corporate	**$ 95.8**	**$ 78.2**	**$ 46.2**	**$ 33.8**	**$ 26.9**
Other Core Expense	(5.1)	(5.1)	(5.1)	(5.1)	(5.1)
Core Operating Expense	**$ 133.8**	**$ 117.3**	**$ 86.1**	**$ 74.3**	**$ 67.5**
Ancillary Expense	49.1	35.5	20.7	20.7	20.7
Total Operating Expense	**$ 182.9**	**$ 152.7**	**$ 106.8**	**$ 95.0**	**$ 88.3**

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

($s in Millions)	Professional Fees & Data Processing Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.1
GM: State Supported	0.2	0.2	0.3	0.3	0.3
GM: Long Distance	2.4	2.5	2.5	2.6	2.6
Engineering	7.3	7.6	7.9	8.2	8.5
Mechanical	15.7	19.1	20.7	22.0	23.4
Customer Service	0.2	0.2	0.3	0.3	0.3
System Operations	0.1	0.1	0.1	0.1	0.1
Transportation	1.0	1.0	1.1	1.1	1.1
Safety	0.9	0.9	1.0	1.0	1.0
Business Operations	0.5	11.1	14.5	15.9	16.7
Total Operations	**$ 28.6**	**$ 43.0**	**$ 48.3**	**$ 51.5**	**$ 54.1**
IT	120.3	125.3	130.1	135.2	140.4
Marketing & Sales	22.4	27.8	30.8	32.4	33.5
CFO	6.8	7.7	7.4	7.5	7.5
Procurement	3.4	3.9	3.9	4.0	4.0
Amtrak Police Department	0.2	0.2	0.2	0.2	0.2
General Counsel	26.8	30.9	30.9	30.9	30.9
Human Capital	6.4	14.6	16.5	15.8	15.0
EM&CS	2.9	2.9	2.9	2.9	2.9
NEC IID	1.2	1.2	1.2	1.2	1.2
CEO	0.3	0.4	0.3	0.3	0.3
Gov't Affairs	0.8	0.8	0.8	0.8	0.8
Research & Strategy	0.2	0.2	0.2	0.2	0.2
Strategic Fleet Rail Initiatives	0.3	0.3	0.3	0.3	0.3
NEC Advisory	3.0	3.0	3.0	3.0	3.1
Other Corporate	1.8	1.8	1.8	1.8	1.7
Total Corporate	**$ 196.6**	**$ 220.9**	**$ 230.4**	**$ 236.3**	**$ 242.0**
Other Core Expense	3.4	3.4	3.4	3.4	3.5
Core Operating Expense	**$ 228.6**	**$ 267.3**	**$ 282.1**	**$ 291.2**	**$ 299.6**
Ancillary Expense	23.1	22.7	16.9	12.3	12.3
Total Operating Expense	**$ 251.7**	**$ 289.9**	**$ 299.0**	**$ 303.5**	**$ 311.9**

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

($s in Millions)	Transfer to Capital & Ancillary Expense FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
GM: NEC	$ (26.1)	$ (26.1)	$ (26.1)	$ (26.1)	$ (26.1)
GM: State Supported	(2.8)	(2.8)	(2.8)	(2.8)	(2.8)
GM: Long Distance	(18.8)	(18.8)	(18.8)	(18.8)	(18.8)
Engineering	(140.9)	(140.9)	(140.9)	(140.9)	(140.9)
Mechanical	(31.3)	(31.3)	(31.3)	(31.3)	(31.3)
Total Operations	**$ (219.9)**	**$ (219.9)**	**$ (219.9)**	**$ (219.9)**	**$ (219.9)**
Other Corporate	(36.3)	(45.4)	(52.5)	(59.3)	(66.3)
Total Corporate	**$ (36.3)**	**$ (45.4)**	**$ (52.5)**	**$ (59.3)**	**$ (66.3)**
Core Operating Expense	**$ (256.2)**	**$ (265.3)**	**$ (272.4)**	**$ (279.2)**	**$ (286.2)**
Ancillary Expense	77.0	77.0	77.0	77.0	77.0
Total Operating Expense	**$ (179.2)**	**$ (188.3)**	**$ (195.4)**	**$ (202.2)**	**$ (209.2)**

Note: Expense Transfers are transactions between Amtrak and its subsidiaries.

FY 2016 CAPITAL PROJECT LIST

($s in Millions)	Total Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
ADA Compliance	**50.0**	**-**	**50.0**	**11.1**	**11.9**	**27.0**	**-**	**50.0**
Safety / Mandates	**14.6**	**-**	**14.6**	**11.1**	**3.0**	**0.5**	**-**	**14.6**
AMTRAK SYSTEM ADA PLATFORM GAP SOLUTION	1.6	-	1.6	1.2	0.3	0.1	-	1.6
Passenger Information Display SYS (PIDS)	13.0	-	13.0	9.9	2.7	0.4	-	13.0
ADA Stations	**35.4**	**-**	**35.4**	**-**	**8.8**	**26.5**	**-**	**35.4**
ADA COMPLIANCE PROJECTS	35.4	-	35.4	-	8.8	26.5	-	35.4
Environmental Remediation	**10.5**	**-**	**10.5**	**4.8**	**0.3**	**2.7**	**2.8**	**10.5**
Safety / Mandates	**10.5**	**-**	**10.5**	**4.8**	**0.3**	**2.7**	**2.8**	**10.5**
Asbestos, Lead Paint and Mold	0.5	-	0.5	0.4	0.1	0.0	-	0.5
BEECH GROVE FACILITY - WASTEWA	0.3	-	0.3	-	-	-	0.3	0.3
CEDAR HILL REMEDATION	0.3	-	0.3	0.2	0.0	0.0	-	0.3
HIALEAH FL PAHS REMEDIATION	0.2	-	0.2	-	-	0.2	-	0.2
LA WASTEWATER/STORMWATER UPGR	0.8	-	0.8	-	-	0.8	-	0.8
MIDWAY, CT STORMWATER TREATMENT SYSTEM	0.1	-	0.1	0.1	-	-	-	0.1
NEW BRUNSWICK COMMUTER YARD REMEDIATION	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW ORLEANS DAF UPGRADES	0.5	-	0.5	-	-	0.5	-	0.5
NEW ORLEANS FUELING FACILITY UPGRS	0.9	-	0.9	-	-	0.9	-	0.9
Oakland Stormwater Treatment System	0.1	-	0.1	-	-	0.1	-	0.1
PENN COACH YD FUELING SITE SPILL PREVENT	0.4	-	0.4	0.3	0.0	0.0	-	0.4
Prevention of Groundwater Cont	0.3	-	0.3	0.2	0.1	0.0	-	0.3
SANFORD FL WASTEWATER SYSTEM UPGRADE	0.1	-	0.1	-	-	0.1	-	0.1
SUNNYSIDE YARD OIL/PCB REMED	1.7	-	1.7	1.7	0.0	-	-	1.7
SUNNYSIDE YD WASTEWATER SYSTEM UPGRADE	0.3	-	0.3	0.3	0.0	-	-	0.3
TRENTON NJ - COMMUTER YARD REMEDIATION	0.2	-	0.2	0.1	0.0	0.0	-	0.2
Wilmington Maintenance Facility	0.1	-	0.1	0.0	0.0	0.0	-	0.1
WILMINGTON MOFE FACILITY-PCB/O	2.5	-	2.5	-	-	-	2.5	2.5
Wilmington West Yard	0.3	-	0.3	0.2	0.0	0.0	-	0.3
SUNNYSIDE YARD ASBESTOS WRAP ABATEMENT	1.0	-	1.0	0.9	0.1	0.0	-	1.0
SEATTLE MAINT FAC LEAD CONTM REMEDIATION	0.1	-	0.1	-	-	0.1	-	0.1
PENN STATION - TRACK REMEDIATION	0.2	-	0.2	0.1	0.0	-	-	0.2
Fleet Overhauls	**271.8**	**-**	**271.8**	**93.4**	**61.2**	**117.3**	**-**	**271.8**
Acela Programs	**31.6**	**-**	**31.6**	**31.6**	**-**	**-**	**-**	**31.6**
ACELA OVERHAUL	31.6	-	31.6	31.6	-	-	-	31.6
Amfleet Programs	**87.0**	**-**	**87.0**	**36.0**	**30.5**	**20.5**	**-**	**87.0**
AMFLEET I COACH LEVEL 2 OVERHAUL	31.6	-	31.6	18.5	12.6	0.5	-	31.6
Amfleet II Coach Overhaul Level 2	18.6	-	18.6	-	2.7	15.9	-	18.6
Cab Car Overhauls - Level 2	2.4	-	2.4	0.7	1.7	-	-	2.4
AMFLEET I COACH OVERHAUL LEVEL 1	20.1	-	20.1	11.7	8.0	0.3	-	20.1
AMFLEET I CAFE/CLUB OVERHAUL LEVEL 1	10.8	-	10.8	5.1	5.4	0.4	-	10.8
AMFLEET II DINER OVERHAUL LEVEL 2	3.5	-	3.5	-	-	3.5	-	3.5
General Safety & Reliability	**8.0**	**-**	**8.0**	**5.3**	**1.5**	**1.2**	**-**	**8.0**
ENGINEERING MODIFICATION PROJECT	5.0	-	5.0	3.8	1.0	0.2	-	5.0
Wheel Scan	1.0	-	1.0	0.8	0.2	0.0	-	1.0
LONG DIST SINGLE LEVEL BAGGAGE CAR IMPV	1.0	-	1.0	-	-	1.0	-	1.0
Wayside Defect Detection	1.0	-	1.0	0.8	0.2	0.0	-	1.0
Horizon/Surfliner Programs	**14.2**	**-**	**14.2**	**4.0**	**9.9**	**0.2**	**-**	**14.2**
Horizon Cafe Overhaul	1.4	-	1.4	1.0	0.3	0.0	-	1.4
HORIZON COACH OVERHAUL - LEVEL 2	8.9	-	8.9	-	8.8	0.1	-	8.9
SURFLINER CAB CAR OVERHAUL	0.8	-	0.8	0.6	0.2	0.0	-	0.8
SURFLINER COACH OVERHAUL	1.5	-	1.5	1.1	0.3	0.0	-	1.5
Surfliner Cafe Overhaul	1.1	-	1.1	0.8	0.2	0.0	-	1.1
SURFLINER CUSTOM COACH OVERHAUL	0.6	-	0.6	0.5	0.1	0.0	-	0.6
Locomotives	**52.0**	**-**	**52.0**	**12.0**	**15.0**	**25.0**	**-**	**52.0**
DIESEL LOCOMOTIVE LCPM	29.8	-	29.8	0.1	11.8	17.8	-	29.8
F59 Locomotive Overhaul	3.6	-	3.6	2.7	0.7	0.1	-	3.6
Non-Powered Control Units(NPCU)-Overhaul	3.9	-	3.9	3.0	0.8	0.1	-	3.9
P-32-ED Locomotive Overhaul	6.7	-	6.7	-	-	6.7	-	6.7
LOCOMOTIVES-INWARD-OUTWARD FACING CAMERA	8.1	-	8.1	6.2	1.7	0.3	-	8.1
Mandatory Projects	**2.2**	**-**	**2.2**	**1.7**	**0.5**	**0.1**	**-**	**2.2**
CAR MANDATORY PROGRAMS	2.0	-	2.0	1.5	0.4	0.1	-	2.0
LOCOMOTIVE MANDATORY PROGRAMS	0.2	-	0.2	0.2	0.0	0.0	-	0.2
Superliners	**64.5**	**-**	**64.5**	**-**	**3.1**	**61.4**	**-**	**64.5**
SL I SLEEPER OVERHAUL	7.1	-	7.1	-	-	7.1	-	7.1
SUPERLINER I COACH OVERHAULS	19.1	-	19.1	-	3.1	16.0	-	19.1
SUPERLINER I LOUNGE OVERHAULS	4.3	-	4.3	-	-	4.3	-	4.3
SUPERLINER II COACH OVERHAUL	6.8	-	6.8	-	-	6.8	-	6.8
SUPERLINER II DINER OVERHAUL	4.7	-	4.7	-	-	4.7	-	4.7
SUPERLINER II LOUNGE OVERHAUL	1.2	-	1.2	-	-	1.2	-	1.2
SUPERLINER II SLEEPER OVERHAUL	8.7	-	8.7	-	-	8.7	-	8.7
Superliner Diner Lounge Overhaul	4.5	-	4.5	-	-	4.5	-	4.5
SUPERLINER II TRNS SLEEPER/DORM OVERHAUL	6.0	-	6.0	-	-	6.0	-	6.0
SUPERLINER I DINER OVERHAULS	2.0	-	2.0	-	-	2.0	-	2.0
Viewliner Programs	**9.2**	**-**	**9.2**	**0.4**	**0.1**	**8.7**	**-**	**9.2**
VIEWLINER SLEEPER - OVERHAUL	8.6	-	8.6	-	-	8.6	-	8.6
VIEWLINER DINER - OVERHAUL	0.6	-	0.6	0.4	0.1	0.0	-	0.6

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
Wrecks	**3.0**	**-**	**3.0**	**2.3**	**0.6**	**0.1**	**-**	**3.0**
Car Wreck Rehabilitation Program	1.0	-	1.0	0.8	0.2	0.0	-	1.0
Locomotive Wreck Program	2.0	-	2.0	1.5	0.4	0.1	-	2.0
Gateway Program	**59.5**	**26.9**	**86.4**	**82.4**	**1.6**	**2.3**	**-**	**86.4**
Special Programs	**59.5**	**26.9**	**86.4**	**82.4**	**1.6**	**2.3**	**-**	**86.4**
GATEWAY PRELIMINARY DESIGN AND PLANNING	2.0	-	2.0	1.8	0.0	0.1	-	2.0
HARRISON NY 4TH TK DESIGN AND INITIATION	0.5	-	0.5	0.5	0.0	0.0	-	0.5
HUDSON INTERLOCKING-TURNOUT INSTALLATION	0.3	-	0.3	0.3	0.0	0.0	-	0.3
HUDSON YD CONSTRUCT TUNNEL BOX	-	1.2	1.2	1.2	0.0	0.0	-	1.2
LIRR HUDSON YD CONSTRUCT TUN BOX PHASE 2	-	25.7	25.7	24.8	0.4	0.5	-	25.7
NJ006.10 NEW PORTAL NORTH BR CONSTR	34.3	-	34.3	32.1	0.8	1.3	-	34.3
NJ007.80&NJ007.96-BRDG CAPACITY UPGR DSN	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NY PENN STATION MASTER PLAN IMPROVEMENTS	4.3	-	4.3	4.2	0.0	-	-	4.3
SECAUCUS STA-BERGEN LOOPS CONCEPT DESIGN	0.5	-	0.5	0.5	-	-	-	0.5
GATEWAY PROGRAM MANAGEMENT	1.8	-	1.8	1.7	0.0	0.1	-	1.8
HUDSON RIVER-CONSTRUCT NEW TUNNELS DSN	7.0	-	7.0	7.0	0.0	-	-	7.0
CONSTRUCT NEW FIXED PORTAL NORTH BRIDGE	0.8	-	0.8	0.7	0.0	0.0	-	0.8
HUDSON RIVER CONSTRUCT NEW TUNNELS NEPA	5.0	-	5.0	4.8	0.1	0.1	-	5.0
TUN NY GATEWAY TUNNEL BOX-HUDSON YARDS D	3.0	-	3.0	2.8	0.1	0.1	-	3.0
Infrastructure Renewal	**407.3**	**268.9**	**676.2**	**510.2**	**98.1**	**39.8**	**28.2**	**676.2**
Improvements	**13.7**	**21.2**	**34.9**	**26.1**	**7.0**	**1.4**	**0.4**	**34.9**
B&P TUNNEL REPLACMENT DSN	-	20.0	20.0	18.7	0.5	0.8	-	20.0
BAY INTERLOCKING C&S INTERLOCKING UPGRS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
CENTRAL DIV - UNDERGRADE BRIDGE UPGRADES	0.5	-	0.5	-	0.3	0.3	-	0.5
CHICAGO UNION STA- OH STRUCTURE REMOVAL	0.0	0.4	0.4	-	-	-	0.4	0.4
HOOK INTERLOCKING UPGRADE TO MICROLOK 2	0.2	-	0.2	0.2	0.0	0.0	-	0.2
MICHIGAN LINE - RAIL LUBRICATOR INSTALL	0.1	-	0.1	-	0.1	-	-	0.1
MID-ATLANTIC DIV EVENT RECORDERS UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC NORTH C&S CABLE REPLACEMENT	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC SOUTH C&S CABLE REPLACEMENT	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHIL NEW CETC CTRL CENTER	6.4	-	6.4	5.0	1.2	0.2	-	6.4
PORTER-KALAMAZOO ITCS SERVERS BACKUP PWR	0.9	-	0.9	-	0.9	-	-	0.9
RENSSELAER, NY-M/W DIRECT FIX TRACK UPGR	0.0	-	0.0	-	0.0	0.0	-	0.0
WIL MOFE FACILITY TIE/TIMBER	0.1	-	0.1	0.1	0.0	0.0	-	0.1
FORT WASH PARK INSTALL SECURITY FENCE	0.5	0.5	1.0	-	0.9	0.1	-	1.0
SOUTHWEST CORRIDOR - LIGHTING UPGRADES	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
SUB KEARNY SUB 41 SUBSTATION UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
DELMARVA SECONDARY-SIGNAL IMPROVEMENTS	-	0.3	0.3	0.3	0.0	0.0	-	0.3
NED ENERGY EFFICIENT SWITCH HEATER REPL	0.8	-	0.8	0.7	0.0	0.0	-	0.8
SWIFT I/L SW HTR INSTALLATION	0.2	-	0.2	0.2	0.0	0.0	-	0.2
MICHIGAN LINE MP152-MP208 SIGNAL SYS UPG	3.0	-	3.0	-	3.0	-	-	3.0
CABF NEW ENGLAND DIVISION - INSTALL INTE	0.2	-	0.2	0.1	0.0	0.0	-	0.2
SOGR Base	**307.1**	**56.8**	**363.9**	**302.2**	**31.9**	**29.8**	**-**	**363.9**
30TH ST STA BLOCK TIES	0.9	-	0.9	0.8	0.0	0.0	-	0.9
ABERDEEN-WAS INNER TK PLTFRM-XINGS UPGRS	-	0.4	0.4	0.4	0.0	0.0	-	0.4
ADAMS SUBDIV CULVERT UPGR	0.3	-	0.3	0.3	0.0	0.0	-	0.3
ALBANY LINE - CULVERTS UPGRADE	-	0.2	0.2	-	0.2	0.0	-	0.2
ALBANY LINE - TIMBER PROGRAM	1.7	3.7	5.4	-	5.0	0.4	-	5.4
ALBANY LINE CURVE & TRAIL TK RAIL REPL	-	0.3	0.3	-	0.3	0.0	-	0.3
ALBANY LN INSULATED JNT RENEW	-	0.1	0.1	-	0.1	0.0	-	0.1
AMT SYS ROADBED STABILITY UPGR	1.0	-	1.0	0.8	0.2	0.0	-	1.0
AMTK SY SURFACING PRG DEVELOP	0.4	-	0.4	0.3	0.1	0.0	-	0.4
AMTK SYS MUD SPOT ELIMINATION	1.5	-	1.5	1.1	0.3	0.0	-	1.5
B&P TUN BLOCK TIE/RAIL RENEWAL	2.5	-	2.5	2.3	0.1	0.1	-	2.5
B&P TUNNEL - CATENARY BRACKET UPGRADES	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BAL SUBDIV CATENARY POLE UPGRS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
BAL SUBDIV SERVICE&POTENTIAL TRANS UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BAL SUBDIV-INSTL TRACK AND CODE RELAYS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
BAL SUBDIV-PHASE SELECTIVE UNIT UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BALTIMORE STA PLATFORM 2 LIGHTING UPGRS	-	0.1	0.1	0.0	0.0	0.0	-	0.1
BALTIMORE SUBDIV - CAT HARDWARE RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
BALTIMORE SUBDIV AIRBREAK SW REPLACEMENT	0.1	-	0.1	0.0	0.0	0.0	-	0.1
BALTIMORE SUBDIV INTERLOCKING SEC SWITCH	0.2	-	0.2	0.1	0.0	0.0	-	0.2
BALTIMORE SUBDIV KOUPLER UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BALTIMORE SUBDIV SUBST IMPRV	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BALTIMORE SUBDIV SUBSTA BATTERY SYS UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BALTIMORE SUBDIV TROLLEY BREAKER UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BALTIMORE SUBDIVISION-SIGNAL POWER UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BALTIMORE TUNNEL IMPROVEMENTS	-	0.3	0.3	0.2	0.0	0.0	-	0.3
BALTIMORE-TRANS LINE AND HARDWARE UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BAY INTERLOCKING TURNOUT RENEWAL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
BIDDLE INTERLOCKING TURNOUT RENEWAL	1.5	-	1.5	1.4	0.0	0.1	-	1.5
BOSTON SUBDIV TIE/TIMBERS	1.6	-	1.6	1.5	0.0	0.1	-	1.6
BOSTON SUBDIV-CIRCUIT BREAKER INSTALL	0.3	-	0.3	0.2	0.0	0.0	-	0.3
BRG/TUNNEL/WALL FUTURE DESIGN	1.5	-	1.5	1.2	0.3	0.0	-	1.5
BRYN MAWR I/L TURNOUT REPLACEM	1.0	-	1.0	0.4	0.6	-	-	1.0
C&S LANCASTER SHOP EQI UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
C&S SYSTEM - NETWORK UPGRADES	0.1	-	0.1	0.0	0.0	0.0	-	0.1
CAT ET TRANING FACILITY UPGR	0.3	-	0.3	0.2	0.1	0.0	-	0.3
CENTRAL DIV TK REHABILITATION	6.0	-	6.0	-	3.0	3.0	-	6.0
CENTRAL DIV-SECURITY FENCE INSTALLATIONS	0.3	-	0.3	-	0.1	0.1	-	0.3
CHARLES INTERLOCKING - TURNOUT RENEWAL	3.6	-	3.6	3.4	0.1	0.1	-	3.6

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
CHICAGO-NEW ORLEANS I-ETMS INSTALLATION	4.4	-	4.4	-	-	4.4	-	4.4
CHICAGO-ST. LOUIS LOCOMOTIVE PTC UPGRADE	-	2.3	2.3	-	-	2.3	-	2.3
CONCRETE TIE REDESIGN	1.0	-	1.0	0.8	0.2	0.0	-	1.0
CONESTOGA STEPUP YD REPLACE TRANSFORMER	1.5	-	1.5	1.4	0.0	0.1	-	1.5
CYNWYD/PAXTON I/L RENEWAL	-	0.2	0.2	0.1	0.1	-	-	0.2
DAVIS INTERLOCKING RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
DAVISVILLE I/L MICROLOK 2 UPGR	0.3	-	0.3	0.2	0.0	0.0	-	0.3
DOCK INTERLOCKING C&S RENEWAL	5.4	-	5.4	5.0	0.1	0.2	-	5.4
DOCK INTERLOCKING T/O RENEWAL	3.0	-	3.0	2.8	0.1	0.1	-	3.0
DOCK TO ELMORA CATENARY HARDWARE RENEWAL	0.1	-	0.1	0.0	0.0	0.0	-	0.1
EAST RIV TUN-REHAB PUMP STA DEWATER SYS	-	2.3	2.3	2.2	0.1	0.1	-	2.3
EAST RIVER TUN BENCHWALL-DIAMOND PLATE	1.2	-	1.2	1.1	0.0	0.0	-	1.2
EAST RIVER TUN REHAB SCADA CTRL PANELS	-	0.3	0.3	0.2	0.0	0.0	-	0.3
EDGELY SUB 33 IMPROVEMENTS	0.1	-	0.1	0.0	0.0	0.0	-	0.1
ELECTRIC TRACTION DSN REVIEW	0.3	-	0.3	0.2	0.0	0.0	-	0.3
ELMORA-UNION CATENARY UPGR	0.4	-	0.4	0.3	0.0	0.0	-	0.4
EMPIRE CORRIDOR REPLACE HOT BOX DETECTOR	-	0.3	0.3	-	0.2	0.0	-	0.3
EMPIRE CORRIDOR UNDERGRADE BRG UPGRADES	-	1.0	1.0	-	0.9	0.1	-	1.0
EMPIRE LINE CATENARY HARDWARE RENEWAL	0.1	-	0.1	-	0.0	0.0	-	0.1
ERT LINE 3/4 RAIL/TIES	7.5	-	7.5	7.0	0.2	0.3	-	7.5
ET SUBSTATION RELAY UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
FAIR I/L DC SW/BATTERY INSTALL	0.1	-	0.1	0.0	0.0	0.0	-	0.1
GROVE INTERLOCKING TURNOUT RENEWAL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
HARRISBURG LINE - SUBSTATION UPGRADES	0.1	-	0.1	0.0	0.0	0.0	-	0.1
HARRISBURG LINE CULVERTS UPGRS	0.3	-	0.3	0.1	0.2	-	-	0.3
HARRISBURG LINE SIG PWR UPGRS	0.2	-	0.2	0.1	0.1	-	-	0.2
HARRISBURG LINE-CATENARY POLE REPLACMENT	0.3	-	0.3	0.1	0.2	-	-	0.3
HARRISBURG LN CATENARY HARDWARE RENEWAL	0.9	-	0.9	0.8	0.0	0.0	-	0.9
HBG LINE 12KV SUBSTATION BRKS	0.5	-	0.5	0.2	0.3	-	-	0.5
HELLGATE LINE - C&S CABLE RENEWAL	0.2	-	0.2	0.1	0.0	0.0	-	0.2
HELLGATE LINE KOUPLER BRAKE REPLACEMENT	0.1	-	0.1	0.0	0.0	0.0	-	0.1
HELLGATE/EMPIRE I/L STEEL	0.4	-	0.4	0.4	0.0	0.0	-	0.4
HELLGATE/EMPIRE RAIL RENEWAL	0.3	-	0.3	0.3	0.0	0.0	-	0.3
HELLGATE/EMPIRE TIE/TIMBER	0.5	-	0.5	0.5	0.0	0.0	-	0.5
HOLLY INTERLOCKING RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
INT SIGNALS - FUTURE DESIGN	0.3	-	0.3	0.2	0.0	0.0	-	0.3
KEARNY, NJ-PASSAIC RIV TRAN TWR REPLCMNT	0.0	-	0.0	0.0	0.0	0.0	-	0.0
KEARNY-SUB 41 RELOCATION DSN AND CONSTR	0.1	-	0.1	0.0	0.0	0.0	-	0.1
LAMOKIN SUB 11 TRANSFORMER INSTALLATION	1.0	-	1.0	0.9	0.0	0.0	-	1.0
LANDISVILLE SUB 69 TRANSFORMER INSTALL	1.8	-	1.8	1.7	0.0	0.1	-	1.8
LEVITTOWN PA STA-CATENARY MODIFICATIONS	-	0.0	0.0	0.0	0.0	0.0	-	0.0
LINCOLN-COUNTY CATENARY UPGR	0.1	-	0.1	0.0	0.0	0.0	-	0.1
MA206.42 COCASSETT ST BACKWALL UPGRADES	-	1.0	1.0	0.9	0.0	0.0	-	1.0
MAD - RETAINING WALL UPGRADES	1.5	-	1.5	1.4	0.0	0.1	-	1.5
MAD - TUNNEL CONSTRUCTION & UPGRADES	1.5	-	1.5	1.4	0.0	0.1	-	1.5
MAD - UNDERGRADE BRIDGE UPGRADES	3.9	-	3.9	3.7	0.1	0.2	-	3.9
MAD CONCRETE TIE REPLACEMENT	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MAD DIV INSTALL SECURE MANHOLE COVERS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MAD DIV RENEW PADS CLIPS AND INSULATORS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
MAD DIVISION BRIDGE TIMBER REP	0.5	-	0.5	0.5	0.0	0.0	-	0.5
MAD S SUBSTATION CNTL HSE UPGR	0.2	-	0.2	0.1	0.0	0.0	-	0.2
MAD SOUTH KOUPLER/FLURRY BREAKS UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MAD TURNOUT REPLACEMENT	3.0	-	3.0	2.8	0.1	0.1	-	3.0
MAGNOLIA INTERLOCKING TURNOUT RENEWAL	1.5	-	1.5	1.4	0.0	0.1	-	1.5
MASSACHUSETTS BRG CATENARY UPG	0.5	-	0.5	0.4	0.0	0.0	-	0.5
MD051.43 RT 272 CATENARY IMPROVEMENTS	-	1.6	1.6	1.5	0.0	0.1	-	1.6
METUCHEN SUB 38 AIR BREAK SWITCH REPL	0.2	-	0.2	0.2	0.0	0.0	-	0.2
MICHIGAN DIST CULVERTS UPGR	0.2	-	0.2	-	0.2	-	-	0.2
MICHIGAN DISTRICT MP192 TO MP2	0.8	-	0.8	-	0.8	-	-	0.8
MICHIGAN DISTRICT SURFACING	0.5	-	0.5	-	0.5	-	-	0.5
MICHIGAN LN REPL XING PANNELS	0.4	-	0.4	-	0.4	-	-	0.4
MID-ATLANTIC DIV COMM EQUIPMENT HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC DIV DRAINAGE UPGR	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MID-ATLANTIC DIV INSUL JOINTS	1.3	-	1.3	1.2	0.0	0.0	-	1.3
MID-ATLANTIC DIV MOVABLE BRIDGE UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC DIV-352 SIG PWR BREAKER	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC DIV-CONCRETE TIE REPLACEMNT	35.0	-	35.0	32.8	0.9	1.4	-	35.0
MID-ATLANTIC DIVISION SPOT UNDERCUTTING	3.2	-	3.2	3.0	0.1	0.1	-	3.2
MID-ATLANTIC I/L STEEL RENEWAL	3.5	-	3.5	3.3	0.1	0.1	-	3.5
MID-ATLANTIC JOINT ELIMINATION	3.5	-	3.5	3.3	0.1	0.1	-	3.5
MID-ATLANTIC TIE/TIMBER REPL	8.5	-	8.5	8.0	0.2	0.3	-	8.5
MORRIS-HOLMES CATENARY UPGR	0.1	-	0.1	0.0	0.0	0.0	-	0.1
MORRISVILLE SUB 34 IMPROVEMENT	0.1	-	0.1	0.0	0.0	0.0	-	0.1
MOVABLE BRG COMPONENT DSN	0.4	-	0.4	0.3	0.1	0.0	-	0.4
NEC MITRE RAIL EXPANSION JOINTS	1.0	-	1.0	0.8	0.2	0.0	-	1.0
NEC SUBSTATIONS CONTROL HOUSE DESIGN	0.6	-	0.6	0.5	0.1	0.0	-	0.6
NEC WAYSIDE DETECTOR COMM SYS	0.3	-	0.3	0.2	0.1	0.0	-	0.3
NED - UNDERGRADE BRIDGE IMPROVEMENTS	5.0	-	5.0	4.7	0.1	0.2	-	5.0
NED BRG ICILE MITIGATION CONSTRUCTION	0.3	-	0.3	0.3	0.0	0.0	-	0.3
NED CATENARY HARDWARE RENEWAL	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NED CONCRETE TIE REPLACEMENT	1.5	-	1.5	1.4	0.0	0.1	-	1.5
NED I/L BATTERY BANK REPL	0.1	-	0.1	0.1	0.0	0.0	-	0.1

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NEW CARROLLTON STA-TK 1 PLATFORM DESIGN	-	0.0	0.0	0.0	0.0	0.0	-	0.0
NEW ENGLAND DIV BRG ICILE MITIGATION DSN	0.1	-	0.1	0.0	0.0	0.0	-	0.1
NEW ENGLAND DIV BRG TIMBERS	3.0	-	3.0	2.8	0.1	0.1	-	3.0
NEW ENGLAND DIV COMM EQUIPMENT HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV CRV PATCH RAIL	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEW ENGLAND DIV CULVERT UPGR	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW ENGLAND DIV DRAINAGE IMPV	0.7	-	0.7	0.7	0.0	0.0	-	0.7
NEW ENGLAND DIV HDBLOCK TIES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW ENGLAND DIV MOVABLE BRIDGE UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV SPOT U/C	3.0	-	3.0	2.8	0.1	0.1	-	3.0
NEW ENGLAND DIV SUB LIGHTING	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV SUB UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV SUBSTA SCADA-RTU UPGRS	0.7	-	0.7	0.6	0.0	0.0	-	0.7
NEW ENGLAND DIV WALL UPGRS	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEW ENGLAND DIVISION WD TIES	2.1	-	2.1	2.0	0.1	0.1	-	2.1
NEW ENGLAND DIVISION XING UPGR	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEW ENGLAND DIV-RETIRE WAYSIDE SWITCHES	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW ENGLAND DV T/O REPLACEMENT	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW ENGLAND INSULATED JOINTS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
NEW ENGLAND JOINT ELIMINATION	1.4	-	1.4	1.3	0.0	0.1	-	1.4
NEW ORLEANS, LA WD TIE REPL	0.1	-	0.1	-	-	0.1	-	0.1
NEW ORLEANS-REPLACE STA TK RAIL AND TIES	0.2	-	0.2	-	-	0.2	-	0.2
NEW YORK DIV REPLACE COMM EQUIP HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW YORK DIV MOVABLE BRIDGE UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK DIV VACUUM TRAIN	0.6	-	0.6	0.6	0.0	0.0	-	0.6
NEW YORK DIVISION - DRAINAGE IMPROVEMENT	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK TUNNEL FLOOD GATES UP	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NJ006.10 PORTAL BRG MITRE RAIL	1.3	-	1.3	1.2	0.0	0.0	-	1.3
NJ008.50 BRG CONTROL UPGRS	3.0	-	3.0	2.8	0.1	0.1	-	3.0
NORTH RIV TUN-REHAB PUMP STA DEWATER SYS	-	2.3	2.3	2.2	0.1	0.1	-	2.3
NORTH RIVER TUN BENCHWALL DIAMOND PLATE	1.2	-	1.2	1.1	0.0	0.0	-	1.2
NORTH RIVER TUN REHAB SCADA CTRL PANELS	-	0.3	0.3	0.2	0.0	0.0	-	0.3
NORTHEAST CORRIDOR RADIO VOTER UPGRADES	0.5	-	0.5	0.4	0.1	0.0	-	0.5
NY AREA RAIL REPLACEMENT	0.3	-	0.3	0.3	0.0	0.0	-	0.3
NY DIV CATENARY POLE UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NY DIV CONCRETE TIE FASTENER HARDWARE	0.5	-	0.5	0.4	0.0	0.0	-	0.5
NY DIV CONCRETE TIE REPL-TLS	5.0	-	5.0	4.7	0.1	0.2	-	5.0
NY DIV EAST INTERLOCKING STEEL	2.3	-	2.3	2.1	0.1	0.1	-	2.3
NY DIV HOT BX DETECTOR REPLACE	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NY DIV SECURE MANHOLE COVER INSTALLATION	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NY DIV WEST INSULATED JOINTS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
NY DIV WEST INTERLOCKING STL	0.9	-	0.9	0.8	0.0	0.0	-	0.9
NY DIV WEST JOINT ELIMINATION	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NY DIV-CONCRETE TIES REPLACEMN	1.5	-	1.5	1.4	0.0	0.1	-	1.5
NY DIV-INTRLOCKING LIGHTING FIXTURE UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NY EAST RIV TUN REHAB TUN LIGHT FIXTURES	-	0.6	0.6	0.5	0.0	0.0	-	0.6
NY EAST RIVER TUNNELS 3RD RAIL REHAB	-	0.0	0.0	0.0	0.0	0.0	-	0.0
NY EAST RVR TUN RAIL/TIE LN1/2	1.5	-	1.5	1.4	0.0	0.1	-	1.5
NY ERT - 1ST AVE VENTILATION DOOR DESIGN	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NY LIC AND 11TH AVE-REHAB MECH EQUIP RM	-	1.0	1.0	0.9	0.0	0.0	-	1.0
NY NORTH RIV TUN REHAB TUN LIGHT FIXTURE	-	0.2	0.2	0.2	0.0	0.0	-	0.2
NY NRT TIE/TIMBER REPLACEMENT	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NY TUN-REHAB 1ST AVE AND LIC VENT PLANTS	-	1.0	1.0	0.9	0.0	0.0	-	1.0
NY133.35 BALLAST DK CONVERSION	-	1.5	1.5	-	1.4	0.1	-	1.5
NY143.02 LAB - BRIDGE AND EMERG GEN UPGR	-	0.5	0.5	-	0.5	0.0	-	0.5
NYD - RETAINING WALL UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NYD - UNDERGRADE BRIDGE UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NYP SUBDIV-REPLACE TIES AND TIMBERS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
P&H LINE TRANSMISSION LN SUB 40-41 UPGRS	1.4	-	1.4	1.3	0.0	0.1	-	1.4
PA002.88 41ST CATENARY IMPROVEMENTS	-	1.3	1.3	0.5	0.8	-	-	1.3
PA014.28 LLOYD ST-CATENARY IMPROVEMENTS	-	0.0	0.0	0.0	0.0	0.0	-	0.0
PERRYVILLE SUBDIV - CAT HARDWARE RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PERRYVILLE SUBDIV INTERLOCKING SEC SW	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PERRYVILLE SUBDIV SUBST IMPRV	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PERRYVILLE SUBDIV SUBSTA BATTERY SYSTEM	0.2	-	0.2	0.2	0.0	0.0	-	0.2
PERRYVILLE SUBDIV TROLLEY BREAKER UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
PERRYVILLE SUBDIVISION-SIGNAL POWER UPGR	0.3	-	0.3	0.3	0.0	0.0	-	0.3
PERRYVILLE SUBDIV-SECTION BREAK UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHIL COMM CTRL CENTER-REPLACE BATTERYS	0.1	-	0.1	-	0.1	0.0	-	0.1
PHIL SUBDIV CATENARY POLE REPL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PHIL SUBDIV INTERLOCKING RTU R	0.3	-	0.3	0.2	0.0	0.0	-	0.3
PHILADELPHIA SUBDIV CATENARY UPGRADES	0.0	-	0.0	0.0	0.0	0.0	-	0.0
PHILADELPHIA SUBDIV INSTALL STATIC WIRE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHILADELPHIA SUBDIV SUBSTATION UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHL-WIL CATENARY STRUCTURE REP	0.3	-	0.3	0.2	0.0	0.0	-	0.3
PRINCETON SUB 35 AIR BRK SW-CABLE TRENCH	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PRY SUBDIV CATENARY POLE UPGRS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
PSCC NEW YORK SYSTEM UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PSNY RADIO SYSTEM UPGR DSN AND INSTL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PSNY SUB 43 31ST IMPROVEMENTS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PSNY SUB 43 7TH AVE IMPROVEMEN	0.1	-	0.1	0.0	0.0	0.0	-	0.1
PSNY WALKOVER 18 CONDUIT/CABLE	1.0	-	1.0	0.9	0.0	0.0	-	1.0

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RADIO SITE BACKUP - EMERGENCY PWR UPGRS	0.2	-	0.2	-	0.2	0.0	-	0.2
REPL 3RD RAIL ERT/HAROLD	0.0	-	0.0	0.0	0.0	0.0	-	0.0
RHEEMS SUB 70 TRANSFORMER INSTALLATION	1.0	-	1.0	0.4	0.6	-	-	1.0
RIVER INTERLOCKING TURNOUT RENEWAL	3.5	-	3.5	3.3	0.1	0.1	-	3.5
SHAMPTON YD SUBSTA INTERFACE	0.4	-	0.4	0.4	0.0	0.0	-	0.4
SHARON SUBSTA REPLACE CIRCUIT BREAKERS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
SHSY - SECTIONALIZING SWITCH REPLACEMENT	0.1	-	0.1	0.0	0.0	0.0	-	0.1
SOUTH PENN INTERLOCKING RENEWAL	3.0	-	3.0	2.8	0.1	0.1	-	3.0
SOUTH PENN INTERLOCKING-C&S UPGRS DSN	0.3	-	0.3	0.2	0.0	0.0	-	0.3
SOUTHAMPTON ST YD TURNOUTS	0.8	-	0.8	0.7	0.0	0.0	-	0.8
SPRINGFIELD LN I/L STL RENEWAL	1.3	-	1.3	1.2	0.0	0.0	-	1.3
SSYD SUB 44 IMPROVEMENTS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
STATE INTERLOCKING RENEWAL	-	8.0	8.0	7.5	0.2	0.3	-	8.0
STRUCTURES - BRIDGE TIE DESIGN	0.2	-	0.2	0.1	0.0	0.0	-	0.2
SUB 32 TO SUB 34- SIGNAL PWR SYSTEM UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
SUB 34 TO SUB 42- SIGNAL PWR SYSTEM UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
SUNNYSIDE YARD - SUBSTATION UP	0.5	-	0.5	0.5	0.0	0.0	-	0.5
SUNNYSIDE YARD INST TIMBER	0.7	-	0.7	0.7	0.0	0.0	-	0.7
SUNNYSIDE YD DESIGN-CONSTRUCTION HSR FAC	-	17.0	17.0	15.9	0.4	0.7	-	17.0
SWIFT-HUDSON CATENARY HARDWARE RENEWAL	0.1	-	0.1	0.1	0.0	0.0	-	0.1
TIES MICHIGAN LINE - WOOD TIE PROGRAM	0.5	-	0.5	-	0.5	-	-	0.5
TOWER ONE TURNOUT REPLACEMENT	2.5	-	2.5	2.3	0.1	0.1	-	2.5
TRACK - FUTURE DESIGN	0.6	-	0.6	0.5	0.1	0.0	-	0.6
TUN NY ERT-LINES 1&3 SUMP PUMP AIR LINES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
TURNOUT DEVELOPMENT/DESIGN	0.3	-	0.3	0.2	0.1	0.0	-	0.3
UNION SUB 25A PROTOTYPE TROLLEY BREAKER	0.1	-	0.1	0.0	0.0	0.0	-	0.1
UNION SUBSTATION RELOCATION	-	0.0	0.0	0.0	0.0	0.0	-	0.0
WAS STATION CONCOURSE A IMPROVEMENTS	-	0.5	0.5	0.5	0.0	0.0	-	0.5
WAS-BOS RAIL LUBICATOR REPLACE	0.5	-	0.5	0.4	0.1	0.0	-	0.5
WASHINGTON TERM & IVY CITY - UPGR TRACKS	3.0	-	3.0	2.8	0.1	0.1	-	3.0
WASH-NEW YORK CURVE PATCH RAIL	1.5	-	1.5	1.1	0.3	0.0	-	1.5
WASH-NEW YORK SYS UNDERCUTTING	25.0	-	25.0	23.4	0.6	1.0	-	25.0
WAS-NYP REDUNDANT COMM CABLE	1.0	-	1.0	0.8	0.2	0.0	-	1.0
WAVERLY SUB 40 SIGNAL MACHINE	0.2	-	0.2	0.2	0.0	0.0	-	0.2
WEST DIVISION - STATION TRACK	1.0	-	1.0	-	-	1.0	-	1.0
WEST DIVISION- STATION CONSTRUCTION UPGR	1.3	-	1.3	-	-	1.3	-	1.3
WILMINGTON SUBDIV CATENARY UPGRADES	0.1	-	0.1	0.0	0.0	0.0	-	0.1
WILMINGTON SUBDIV SUBSTATION UPGRADES	0.1	-	0.1	0.0	0.0	0.0	-	0.1
WIL-WAS INTERLOCKING RTU REPLA	0.3	-	0.3	0.2	0.0	0.0	-	0.3
ZOO-44TH ST I/L RECONFIGURATON	2.0	-	2.0	1.9	0.0	0.1	-	2.0
ZOO-PAOLI CATENARY POLE DESIGN	0.0	-	0.0	0.0	0.0	-	-	0.0
EMPIRE CORRIDOR BRG TIMBER REPLACEMENT	0.5	-	0.5	-	0.5	0.0	-	0.5
MID ATLANTIC DIV SIGNAL BRIDGE UPGR	1.0	-	1.0	0.9	0.0	0.0	-	1.0
CULV MD128.33 LANDOVER - CULVERT UPGRADE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MAD I/L LIGHTING UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK TUNNELS REHABILITATION DESIGN	-	3.0	3.0	2.8	0.1	0.1	-	3.0
INT KINGSTON INTERLOCKING-UPGRADE TO MI	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEC SIGNAL SYSTEM REMOTE DIAGNOSTIC SYS	0.1	-	0.1	-	0.1	0.0	-	0.1
HAM INTERLOCKING SW HEATER IMPROVEMENTS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MAD NORTH CATENARY POLE ATTACHMENT UPGRS	0.1	-	0.1	0.0	0.0	0.0	-	0.1
LD DISPATCHER-PWR DIR OFF OVERVIEW BRDS	0.9	-	0.9	0.6	0.2	0.0	-	0.9
ELECTRIC TRACTION FREQ CONVERTER UPGRS	3.5	-	3.5	2.6	0.7	0.1	-	3.5
FRANKFORD SUB 30 - TRANSFORMER INSTALL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NEW YORK DIV SUBSTATION RTU UPGRADES	0.3	-	0.3	0.2	0.0	0.0	-	0.3
ET EMPLOYEE ARC FLASH PROTECTION	1.2	-	1.2	0.9	0.3	0.0	-	1.2
NORTHEAST CORRIDOR INST IMPACT DETECTORS	1.3	-	1.3	1.2	0.0	0.0	-	1.3
NEW YORK DIV EAST JOINT ELIMINATION	0.5	-	0.5	0.4	0.0	0.0	-	0.5
NEW YORK DIV EAST INSULATED JOINTS	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW YORK DIV WEST TIES/TIMBERS	2.5	-	2.5	2.3	0.1	0.1	-	2.5
NEW YORK DIV EAST TIES/TIMBERS	0.8	-	0.8	0.7	0.0	0.0	-	0.8
PENN STA NY ZERO DEFECT PRG TO RENEWAL	6.0	-	6.0	5.6	0.1	0.2	-	6.0
MID-ATLANTIC DIV SURFACING PROGRAM	8.6	-	8.6	8.1	0.2	0.3	-	8.6
NEW ENGLAND DIV SURFACING PROGRAM	3.5	-	3.5	3.3	0.1	0.1	-	3.5
NEW YORK DIV SURFACING PROGRAM	4.5	-	4.5	4.2	0.1	0.2	-	4.5
11TH AV VENT SHAFT AUTOMATIC TRANSFER SW	-	1.0	1.0	0.9	0.1	0.0	-	1.0
NY010.25 SPUYTEN DUYVIL-SANDY MECH-ELECT	-	0.6	0.6	0.6	0.0	0.0	-	0.6
PRIIA BASIC INFRA RECAPITAL CONTRIB	13.8	-	13.8	10.5	2.9	0.4	-	13.8
SEATTLE, WA STATION IMPROVEMENTS	-	4.0	4.0	-	-	4.0	-	4.0
Safety / Mandates	**33.8**	**12.8**	**46.6**	**28.9**	**15.9**	**1.9**	**-**	**46.6**
BAL SUBDIV INST SECURITY FENCE	4.5	-	4.5	4.2	0.1	0.2	-	4.5
BALT STATION INSTALL EMERGENCY GENERATOR	-	0.3	0.3	0.3	0.0	0.0	-	0.3
CETC NY SCADA PHASE II	5.2	-	5.2	5.2	0.0	-	-	5.2
EMPIRE CORRIDOR PTC INSTALLATION WAYSIDE	-	12.5	12.5	-	11.6	0.9	-	12.5
EMPIRE LINE OVERBUILD LIGHTING	0.3	-	0.3	0.3	-	-	-	0.3
ENG EMPLOYEE ARC FLASH PROTECT	1.0	-	1.0	0.8	0.2	0.0	-	1.0
MAD NORTH-SIGNAL BRG FALL PROTECTION	0.5	-	0.5	0.4	0.0	0.0	-	0.5
MAD SOUTH-SIGNAL BRG FALL PROTECTION	0.5	-	0.5	0.4	0.0	0.0	-	0.5
NEW ENGLAND DIVISION FENCING	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NY DIV SIG BRG FALL PROTECTION	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NY TUN EMERGENCY PWR DSN	0.5	-	0.5	0.5	0.0	-	-	0.5
NYD - SIGNAL BRIDGE SAFETY UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
Positive Train Control (PTC)	5.7	-	5.7	4.3	1.2	0.2	-	5.7

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
PTC AMTRAK OWNED INSTALLATION	13.9	-	13.9	10.8	2.7	0.4	-	13.9
SEPTA STATIONS INTERTRACK FENCE UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
LIFE SAFETY - PROJECT MANAGEMENT	0.9	-	0.9	0.8	0.0	-	-	0.9
Major Projects	**15.6**	**178.1**	**193.6**	**145.8**	**41.4**	**6.4**	**-**	**193.6**
BRANDY-RAGAN SEC IMPROVEMENT	1.0	20.0	21.0	19.7	0.5	0.8	-	21.0
CENTRAL DIVISION MOVABLE BRIDGE UPGRADES	0.1	-	0.1	-	0.1	0.1	-	0.1
CT106.89 CONN RV REPL DESIGN	2.0	-	2.0	1.9	0.0	0.1	-	2.0
HBG LINE PRIVATE XING ELIM	0.5	-	0.5	0.2	0.3	-	-	0.5
KINGSTON RI CAPACITY AND PLATF	-	8.0	8.0	7.5	0.2	0.3	-	8.0
LANDOVER/HANSON I/L RENEWAL	4.0	1.5	5.5	5.2	0.1	0.2	-	5.5
MD060.07 SUSQUEHANNA BRIDGE REPLACEMENT	-	5.0	5.0	4.7	0.1	0.2	-	5.0
METUCHEN FREQ CONVERTER NJHSRIP	-	50.8	50.8	47.3	1.4	2.2	-	50.8
MICHIGAN LINE MP 238-INSTALL NEW SIDING	-	1.0	1.0	-	1.0	-	-	1.0
NEW BRUNSWICK-TRENTON NJHSRIP BRIDGES	-	1.2	1.2	1.1	0.0	0.0	-	1.2
NEW BRUNSWICK-TRENTON NJHSRIP CATENARY	-	30.7	30.7	28.6	0.8	1.3	-	30.7
NEW BRUNSWICK-TRENTON NJHSRIP PRG MGMNT	-	9.4	9.4	8.8	0.2	0.4	-	9.4
NEW BRUNSWICK-TRENTON NJHSRIP SIGNALS	-	0.5	0.5	0.4	0.0	0.0	-	0.5
NEW BRUNSWICK-TRENTON NJHSRIP TRACK	-	14.1	14.1	13.2	0.3	0.6	-	14.1
NY015.73 PELHAM BAY-BRDG REPLACEMENT DSN	0.8	-	0.8	0.7	0.0	0.0	-	0.8
SAFE HARBOR FREQ CONVERT UPGR	7.2	-	7.2	6.7	0.2	0.3	-	7.2
SPRINGFIELD LN DOUBLE TRACK	-	36.0	36.0	-	36.0	-	-	36.0
Support Equipment and Vehicles	**32.2**	**-**	**32.2**	**3.4**	**0.9**	**0.1**	**27.8**	**32.2**
ACELA TRAIN - REFURBISH ACCELE	0.3	-	0.3	0.2	0.1	0.0	-	0.3
ADVANCED TECHNLOGY TK INSP SYS	0.5	-	0.5	0.4	0.1	0.0	-	0.5
ENGINEERING - VEHICLE ACQUISITION	8.4	-	8.4	-	-	-	8.4	8.4
ENGINEERING ROLLING STOCK HEAVY OVERHAUL	1.8	-	1.8	1.4	0.4	0.1	-	1.8
ENGINEERING TRACK EQI PURCHASE	17.4	-	17.4	-	-	-	17.4	17.4
TRACK GAUGE RESTRAINT MEASURING SYSTEM	0.7	-	0.7	0.5	0.1	0.0	-	0.7
VEHICLE REPLACEMENT	1.0	-	1.0	0.7	0.2	0.0	-	1.0
NED CATENARY CAR HEAVY OVERHAULS	0.3	-	0.3	0.2	0.1	0.0	-	0.3
ELECTRIC TRACTION EQUIPMENT ACQUISITION	2.0	-	2.0	-	-	-	2.0	2.0
Amtrak Support	**5.0**	**-**	**5.0**	**3.8**	**1.0**	**0.2**	**-**	**5.0**
ENGINEERING CAPITAL PROGRAM-PROJECT MGT	5.0	-	5.0	3.8	1.0	0.2	-	5.0
Rolling Stock Acquisition	**59.5**	**-**	**59.5**	**13.3**	**3.6**	**42.5**	**-**	**59.5**
Special Programs	**51.6**	**-**	**51.6**	**7.3**	**2.0**	**42.3**	**-**	**51.6**
LONG DISTANCE SINGLE LEVEL REPLACMNT-CAF	42.0	-	42.0	-	-	42.0	-	42.0
ROLLING STOCK LIFE EXT FEASIBILITY STUDY	2.2	-	2.2	1.6	0.4	0.1	-	2.2
Next Gen Program Management	7.5	-	7.5	5.7	1.6	0.2	-	7.5
Amtrak Support	**7.9**	**-**	**7.9**	**6.0**	**1.6**	**0.3**	**-**	**7.9**
AMFLEET EQI - LIFE EXTENSION PROTOTYPE	3.0	-	3.0	2.3	0.6	0.1	-	3.0
P42 EQUIPMENT - LIFE EXTENSION PROTOTYPE	4.0	-	4.0	3.0	0.8	0.1	-	4.0
SUPERLINER EQI-LIFE EXTENSION PROTOTYPE	0.9	-	0.9	0.6	0.2	0.0	-	0.9
Stations and Facilities	**147.8**	**39.4**	**187.2**	**114.6**	**24.2**	**29.0**	**19.3**	**187.2**
Improvements	**57.4**	**25.7**	**83.1**	**37.4**	**12.0**	**26.0**	**7.7**	**83.1**
AMTRAK SYS DSN STA IMPV	1.5	-	1.5	1.1	0.3	0.0	-	1.5
AMTRAK SYSTEM 480 VOLT STANDBY POWER	1.5	-	1.5	1.1	0.3	0.0	-	1.5
CENTRAL DIVISION - FACILITY UPGRADES	2.5	-	2.5	-	1.3	1.3	-	2.5
CENTRAL DIVISION - MOFW BASE UPGRADES	0.2	-	0.2	-	0.1	0.1	-	0.2
Chicago Parking Garage Improvements	4.0	-	4.0	-	-	-	4.0	4.0
Contact Center Telephony System Next Gen	1.3	-	1.3	0.9	0.3	0.0	-	1.3
EMPIRE CORRIDOR - FACILITY UPGRADES	0.5	-	0.5	-	0.5	-	-	0.5
EMPIRE CORR-TRANSPORTATION FACILITY UPGR	0.9	-	0.9	-	0.9	-	-	0.9
FORT WORTH, TX-NEW MOFE CONSTRUCTION	0.8	-	0.8	-	-	0.8	-	0.8
INSTALL HGH EFF LIGHT-MECH FAC	2.0	-	2.0	1.5	0.4	0.1	-	2.0
KING ST YD- IMPROVEMENTS/SOUND TRANS DSN	16.0	-	16.0	-	-	16.0	-	16.0
MAD - TRANSPORTATION FACILITY UPGRADES	0.4	-	0.4	0.4	0.0	0.0	-	0.4
MID ATLANTIC DIVISION- FACILITY UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MOYNIHAN STATION - STATION CONSTRUCTION	-	8.0	8.0	6.4	1.2	0.4	-	8.0
PAOLI PA NEW TRANS CENTER MP 20.0	-	2.6	2.6	0.7	1.9	-	-	2.6
Replace Wilm Maint Facility Heating Sys	-	9.2	9.2	8.3	0.5	0.4	-	9.2
ROCHESTER NY STATION IMPROVEMENTS	-	0.2	0.2	-	0.2	0.0	-	0.2
WEST DIVISION - FACILITY UPGRADES	1.3	-	1.3	-	-	1.3	-	1.3
Chief Operating Officer	4.0	-	4.0	-	-	4.0	-	4.0
CENTRAL DIVISION STATION UPGRADES	2.5	-	2.5	-	1.3	1.3	-	2.5
LEVITTOWN PA SUPPORT SEPTA STATION CONST	-	3.2	3.2	3.0	0.1	0.1	-	3.2
SPRINGFIELD MA STATION IMPROVEMENTS	-	2.5	2.5	-	2.5	-	-	2.5
30TH ST STA RETAIL GREASE-HEAT EXHAUST	2.0	-	2.0	1.8	0.1	0.1	-	2.0
NEC CAPITAL PLANNING - PROGRAM SUPPORT	0.4	-	0.4	0.3	0.1	0.0	-	0.4
KINGSTON RI STATION PROJECT-AMTRAK SHARE	9.0	-	9.0	9.0	-	-	-	9.0
Chicago Metropolitan Lounge Upgrades	3.8	-	3.8	-	-	-	3.8	3.8
WILMINGTON FACILITY IMPROVEMENTS	1.0	-	1.0	0.9	0.1	0.0	-	1.0
SOGR Base	**72.8**	**4.0**	**76.8**	**56.2**	**8.2**	**1.3**	**11.0**	**76.8**
30TH ST STA SOGR CONCOURSE & FAC UPGRS	1.2	-	1.2	1.1	0.1	0.0	-	1.2
30TH STA ELEVATOR REPLACEMENT	4.0	-	4.0	3.6	0.2	0.2	-	4.0
30TH STA HVAC CTRL UPGR	1.0	-	1.0	0.9	0.0	0.1	-	1.0
BALTIMORE STA MASTER PLAN IMPLEMENTATION	1.9	-	1.9	1.8	0.1	0.1	-	1.9
BEAR FACILITY IMPROVEMENTS	1.0	-	1.0	0.9	0.1	0.0	-	1.0
CHICAGO STATION SOGR IMPROVEMENTS	10.0	-	10.0	-	-	-	10.0	10.0
EMPIRE CORRIDOR - MOFW BASE UPGRADES	0.1	-	0.1	-	0.1	0.0	-	0.1
HARRISBURG LN STATION UPGRS	3.0	-	3.0	-	3.0	-	-	3.0
MAD - STATION CONSTRUCTION UPGRADES	5.0	-	5.0	3.9	1.0	0.2	-	5.0
Material Management Facilities SOGR	1.4	-	1.4	1.0	0.3	0.0	-	1.4
MID ATLANTIC DIVISION-MOFW BASE UPGRADES	3.0	-	3.0	2.8	0.1	0.1	-	3.0

($s in Millions)	Total Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
MOFW BASES INVENTORY SECURITY	0.5	-	0.5	0.4	0.1	0.0	-	0.5
MOUNT JOY, PA STATION IMPROVEM	-	0.8	0.8	-	0.8	-	-	0.8
NED - STATION CONSTRUCTION UPGRADES	2.5	-	2.5	1.9	0.5	0.1	-	2.5
NEW ENGLAND DIVISION MOFW BASE UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW YORK DIVISION - MOFW BASE UPGRADES	0.4	-	0.4	0.4	0.0	0.0	-	0.4
NYD - STATION CONSTRUCTION UPGRADES	2.5	-	2.5	1.9	0.5	0.1	-	2.5
PSNY ESCALATOR REPLACEMENT	4.0	-	4.0	4.0	0.0	-	-	4.0
PSNY FACILITIES UPGRADES	1.0	-	1.0	1.0	0.0	-	-	1.0
ROUTE 128 STA MA-PLATFORM LIGHTING UPGR	0.3	-	0.3	0.3	-	-	-	0.3
STRUCTURES FAC FUTURE DESIGN	2.0	-	2.0	1.5	0.4	0.1	-	2.0
WAS & IVY CITY ELECTRICAL UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
WASH PLATFORM RENEWAL-MARC	-	3.0	3.0	3.0	-	-	-	3.0
WASH UNION-STA PLATFORM CANOPY ROOF UPGR	-	0.2	0.2	0.2	0.0	0.0	-	0.2
AMTRAK STATIONS ASDP SOGR IMPROVEMENTS	3.5	-	3.5	2.7	0.7	0.1	-	3.5
BEECH GROVE SHOPS FACILITY IMPROVEMENTS	1.0	-	1.0	-	-	-	1.0	1.0
MAT HANDLING EQUP FACILITIES SGR	1.0	-	1.0	0.8	0.2	0.0	-	1.0
30TH STREET STATION - FACADE REPLACE	20.0	-	20.0	19.9	0.1	-	-	20.0
Safety / Mandates	**0.8**	**7.7**	**8.5**	**6.0**	**1.7**	**0.2**	**0.6**	**8.5**
EXTON PA NEW HIGH LEVEL PLATFORM STATION	-	1.0	1.0	0.7	0.3	-	-	1.0
STA MIDDLETOWN, PA STATION - NEW STATION	-	0.0	0.0	0.0	0.0	-	-	0.0
2015 EMERGENCY MGT OPERATIONAL PACKAGES	-	6.3	6.3	4.8	1.3	0.2	-	6.3
2015 EMERGENCY MANAGEMENT - RAILSAFE	-	0.4	0.4	0.3	0.1	0.0	-	0.4
LANCASTER PA-SEATTLE WA-ACCESS CTRL SYS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEC CASH HOLDING FAC INTRUSION DETECTION	0.1	-	0.1	0.1	0.0	0.0	-	0.1
CHI STA INST RIVER RD HYDRAULIC BARRIERS	0.6	-	0.6	-	-	-	0.6	0.6
Major Projects	**-**	**0.5**	**0.5**	**0.0**	**0.0**	**0.5**	**-**	**0.5**
BRANFORD-GUILFORD CT STATION IMPROVEMENT	-	0.0	0.0	0.0	0.0	0.0	-	0.0
SAVANNAH GA STATION PROPERTY PURCHASE	-	0.5	0.5	-	-	0.5	-	0.5
Support Equipment and Vehicles	**5.8**	**0.5**	**6.3**	**4.8**	**1.3**	**0.2**	**-**	**6.3**
EQUIPMENT POOL COMMITTEE	-	0.5	0.5	0.4	0.1	0.0	-	0.5
EQUIPMENT-VEHICLES CAMERA INSTALLATION	2.0	-	2.0	1.5	0.4	0.1	-	2.0
TRACK EQUIP HEAVY OVERHAULS	3.5	-	3.5	2.7	0.7	0.1	-	3.5
AMTRAK POLICE DEPARTMNT VEHICLE PURCHASE	0.3	-	0.3	0.2	0.1	0.0	-	0.3
NEC Master Planning	**9.0**	**-**	**9.0**	**8.2**	**0.2**	**0.5**	**-**	**9.0**
WA Union Term Master Plan Implementation	9.0	-	9.0	8.2	0.2	0.5	-	9.0
Amtrak Support	**2.0**	**1.1**	**3.1**	**2.0**	**0.8**	**0.3**	**-**	**3.1**
SECURITY CANINE PROCURMNT/TRNG	-	1.1	1.1	0.8	0.2	0.0	-	1.1
Fast Act Studies - Gulf Coast Working Group	0.5		0.5	-	0.3	0.3	-	0.5
Fast Act Studies - Small Business Participation Study	1.5		1.5	1.1	0.3	0.0	-	1.5
Technology Systems	**103.8**	**1.0**	**104.8**	**81.6**	**20.1**	**3.2**	**-**	**104.8**
Software	**47.8**	**-**	**47.8**	**36.3**	**9.9**	**1.6**	**-**	**47.8**
AUTOMATED CUSTOMER NOTIFICATION UPGRS	0.5	-	0.5	0.4	0.1	0.0	-	0.5
CUSTOMER EXPERIENCE PROGRAMS	0.4	-	0.4	0.3	0.1	0.0	-	0.4
FY04 ENG AMM DEVELELOPMENT	0.9	-	0.9	0.7	0.2	0.0	-	0.9
FY05 ENG AMM DEVELELOPMENT	3.0	-	3.0	2.3	0.6	0.1	-	3.0
HCM Foundations	2.5	-	2.5	1.9	0.5	0.1	-	2.5
IT Strategic Technology Program	15.8	-	15.8	12.0	3.3	0.5	-	15.8
IT Technology Upgrade Program	7.7	-	7.7	5.8	1.6	0.2	-	7.7
Mobile Infrastructure Enhancement Program	2.1	-	2.1	1.6	0.4	0.1	-	2.1
PERSONAL CMPTR/FIELD DEPLOYED	8.0	-	8.0	6.1	1.7	0.3	-	8.0
REAL PROPERTY INVENTORY MGMT INFORM SYS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
WMS NETWORK REDESIGN/UPGRADE	2.9	-	2.9	2.2	0.6	0.1	-	2.9
WORK MANAGEMENT SYSTEM	1.0	-	1.0	0.8	0.2	0.0	-	1.0
RESERVATION SYS TECH INFRASTRUCTURE SOGR	3.0	-	3.0	2.3	0.6	0.1	-	3.0
Hardware	**12.8**	**-**	**12.8**	**11.7**	**0.9**	**0.2**	**-**	**12.8**
AMTRAK PASS RIDER DATABASE REPLATFORM	0.8	-	0.8	0.6	0.2	0.0	-	0.8
Fuel Management and Monitoring Systems	1.3	-	1.3	1.0	0.3	0.0	-	1.3
NEC TRACKSIDE WIRELESS BROADBAND NETWORK	5.3	-	5.3	5.3	-	-	-	5.3
ACELA WIFI UPGRADES	2.0	-	2.0	2.0	-	-	-	2.0
WASHINGTON UNION STA PIDS REPLACEMENT	0.4	-	0.4	0.3	0.0	0.0	-	0.4
AMTRAK SYS POLICE RADIO REPEATER UPGRS	0.3	-	0.3	0.3	0.1	0.0	-	0.3
WASHINGTON DC TERMINAL DISPATCH REDUNDA	1.0	-	1.0	0.9	0.1	0.0	-	1.0
Amfleet Wi-Fi Upgrades SOGR	1.7	-	1.7	1.3	0.3	0.1	-	1.7
Back Office Support	**0.1**	**1.0**	**1.1**	**0.8**	**0.2**	**0.0**	**-**	**1.1**
AMTK GUEST REWARDS COBRANDED CREDIT CARD	-	1.0	1.0	0.8	0.2	0.0	-	1.0
CORPORATE FORMS SMART-WEBFORM INITIATIVE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
Operations Foundation	**43.1**	**-**	**43.1**	**32.7**	**9.0**	**1.4**	**-**	**43.1**
Operations Foundation	43.1	-	43.1	32.7	9.0	1.4	-	43.1
Hold Back for Operating	**50.0**		**50.0**	**38.0**	**10.4**	**1.6**	**-**	**50.0**
Hold Back for Operating	**50.0**		**50.0**	**38.0**	**10.4**	**1.6**	**-**	**50.0**
Hold Back for Operating	50.0		50.0	38.0	10.4	1.6	-	50.0
Future Capital Allocations	**(26.2)**		**(26.2)**	**(19.9)**	**(5.4)**	**(0.9)**	**-**	**(26.2)**
Future Capital Allocations	**(26.2)**		**(26.2)**	**(19.9)**	**(5.4)**	**(0.9)**	**-**	**(26.2)**
Future Capital Allocations	(26.2)		(26.2)	(19.9)	(5.4)	(0.9)	-	(26.2)
Total	**$1,133.9**	**$336.2**	**$1,470.2**	**$929.5**	**$225.8**	**$264.6**	**$50.3**	**$1,470.2**

Federal Discretionary Grant Programs (Authorized by FAST Act)	-
NEC Commuter Match (excl Gateway)	-
State Contributions to Equipment Capital (PRIIA 209)	(67.0)
Commuter payments (PRIIA 212)	(134.2)
Amtrak Operating Profits - NEC	(261.7)
Amtrak Operating Profits -Infrastructure & Investment Development	(76.6)
General Capital	**$594.5**

FY 2017 CAPITAL PROJECT LIST

($s in Millions)	Total Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
ADA Compliance	**50.0**	**-**	**50.0**	**4.6**	**12.2**	**33.2**	**-**	**50.0**
Safety / Mandates	**6.0**	**-**	**6.0**	**4.6**	**1.2**	**0.2**	**-**	**6.0**
Passenger Information Display SYS (PIDS)	6.0	-	6.0	4.6	1.2	0.2	-	6.0
ADA Stations	**44.0**	**-**	**44.0**	**-**	**11.0**	**33.0**	**-**	**44.0**
ADA COMPLIANCE PROJECTS	44.0	-	44.0	-	11.0	33.0	-	44.0
Environmental Remediation	**17.6**	**-**	**17.6**	**10.4**	**0.8**	**1.2**	**5.2**	**17.6**
Safety / Mandates	**17.6**	**-**	**17.6**	**10.4**	**0.8**	**1.2**	**5.2**	**17.6**
AMTK TRAIN ONBOARD RECYCLING RECEPTACLES	0.3	-	0.3	0.2	0.1	0.0	-	0.3
Asbestos, Lead Paint and Mold	0.5	-	0.5	0.4	0.1	0.0	-	0.5
BEECH GROVE FACILITY - WASTEWA	0.2	-	0.2	-	-	-	0.2	0.2
CEDAR HILL REMEDATION	2.0	-	2.0	1.8	0.1	0.1	-	2.0
HIALEAH FL PAHS REMEDIATION	0.1	-	0.1	-	-	0.1	-	0.1
LA WASTEWATER/STORMWATER UPGR	0.1	-	0.1	-	-	0.1	-	0.1
LANCASTER PA MAIL TUN PREVENT GRND WATER	0.1	-	0.1	-	0.1	-	-	0.1
NEW BRUNSWICK COMMUTER YARD REMEDIATION	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEW ORLEANS DAF UPGRADES	0.2	-	0.2	-	-	0.2	-	0.2
NEW ORLEANS FUELING FACILITY UPGRS	0.3	-	0.3	-	-	0.3	-	0.3
PENN COACH YD FUELING SITE SPILL PREVENT	3.1	-	3.1	2.8	0.2	0.1	-	3.1
Prevention of Groundwater Cont	0.1	-	0.1	0.1	0.0	0.0	-	0.1
SUNNYSIDE YARD OIL/PCB REMED	0.7	-	0.7	0.7	0.0	-	-	0.7
SUNNYSIDE YD WASTEWATER SYSTEM UPGRADE	0.2	-	0.2	0.2	0.0	-	-	0.2
TRENTON NJ - COMMUTER YARD REMEDIATION	1.0	-	1.0	0.9	0.1	0.0	-	1.0
Wilmington Maintenance Facility	0.5	-	0.5	0.5	0.0	0.0	-	0.5
WILMINGTON MOFE FACILITY-PCB/O	5.0	-	5.0	-	-	-	5.0	5.0
Wilmington West Yard	0.5	-	0.5	0.5	0.0	0.0	-	0.5
SUNNYSIDE YARD ASBESTOS WRAP ABATEMENT	1.8	-	1.8	1.6	0.1	0.1	-	1.8
SEATTLE MAINT FAC LEAD CONTM REMEDIATION	0.1	-	0.1	-	-	0.1	-	0.1
PENN STATION - TRACK REMEDIATION	0.2	-	0.2	0.1	0.0	-	-	0.2
Fleet Overhauls	**240.8**	**-**	**240.8**	**71.7**	**57.6**	**111.5**	**-**	**240.8**
Acela Programs	**15.0**	**-**	**15.0**	**15.0**	**-**	**-**	**-**	**15.0**
ACELA OVERHAUL	15.0	-	15.0	15.0	-	-	-	15.0
Amfleet Programs	**80.4**	**-**	**80.4**	**32.4**	**28.5**	**19.5**	**-**	**80.4**
AMFLEET I COACH LEVEL 2 OVERHAUL	14.5	-	14.5	8.5	5.8	0.2	-	14.5
Amfleet II Coach Overhaul Level 2	17.4	-	17.4	-	2.6	14.8	-	17.4
Cab Car Overhauls - Level 2	4.2	-	4.2	1.3	2.9	-	-	4.2
AMFLEET I COACH OVERHAUL LEVEL 1	30.5	-	30.5	17.9	12.2	0.4	-	30.5
AMFLEET I CAFE/CLUB OVERHAUL LEVEL 1	10.2	-	10.2	4.8	5.0	0.4	-	10.2
AMFLEET II DINER OVERHAUL LEVEL 2	3.6	-	3.6	-	-	3.6	-	3.6
General Safety & Reliability	**9.0**	**-**	**9.0**	**5.7**	**1.6**	**1.7**	**-**	**9.0**
AUTO CARRIER MODIFICATION	1.5	-	1.5	1.1	0.3	0.0	-	1.5
ENGINEERING MODIFICATION PROJECT	5.0	-	5.0	3.8	1.0	0.2	-	5.0
LONG DIST SINGLE LEVEL BAGGAGE CAR IMPV	1.5	-	1.5	-	-	1.5	-	1.5
Wayside Defect Detection	1.0	-	1.0	0.8	0.2	0.0	-	1.0
Horizon/Surfliner Programs	**15.4**	**-**	**15.4**	**6.0**	**9.1**	**0.3**	**-**	**15.4**
Horizon Cafe Overhaul	2.8	-	2.8	2.1	0.6	0.1	-	2.8
HORIZON COACH OVERHAUL - LEVEL 2	7.5	-	7.5	-	7.4	0.1	-	7.5
SURFLINER CAB CAR OVERHAUL	1.2	-	1.2	0.9	0.2	0.0	-	1.2
SURFLINER COACH OVERHAUL	1.5	-	1.5	1.1	0.3	0.0	-	1.5
SURFLINER CUSTOM COACH OVERHAUL	1.3	-	1.3	1.0	0.3	0.0	-	1.3
Surfliner Cafe Overhaul	1.1	-	1.1	0.9	0.2	0.0	-	1.1
Locomotives	**43.0**	**-**	**43.0**	**5.1**	**13.5**	**24.4**	**-**	**43.0**
DIESEL LOCOMOTIVE LCPM	30.8	-	30.8	0.1	12.2	18.4	-	30.8
F59 Locomotive Overhaul	2.4	-	2.4	1.9	0.5	0.1	-	2.4
Non-Powered Control Units(NPCU)-Overhaul	4.1	-	4.1	3.1	0.8	0.1	-	4.1
P-32-ED Locomotive Overhaul	5.7	-	5.7	-	-	5.7	-	5.7
Mandatory Projects	**5.0**	**-**	**5.0**	**3.8**	**1.0**	**0.2**	**-**	**5.0**
CAR MANDATORY PROGRAMS	2.0	-	2.0	1.5	0.4	0.1	-	2.0
LOCOMOTIVE MANDATORY PROGRAMS	3.0	-	3.0	2.3	0.6	0.1	-	3.0
Superliners	**59.8**	**-**	**59.8**	**-**	**2.8**	**57.0**	**-**	**59.8**
SL I SLEEPER OVERHAUL	12.2	-	12.2	-	-	12.2	-	12.2
SUPERLINER I COACH OVERHAULS	17.4	-	17.4	-	2.8	14.6	-	17.4
SUPERLINER I LOUNGE OVERHAULS	4.4	-	4.4	-	-	4.4	-	4.4
SUPERLINER II COACH OVERHAUL	1.1	-	1.1	-	-	1.1	-	1.1
SUPERLINER II DINER OVERHAUL	4.9	-	4.9	-	-	4.9	-	4.9
SUPERLINER II LOUNGE OVERHAUL	3.7	-	3.7	-	-	3.7	-	3.7
SUPERLINER II SLEEPER OVERHAUL	9.0	-	9.0	-	-	9.0	-	9.0
SUPERLINER II TRNS SLEEPER/DORM OVERHAUL	5.0	-	5.0	-	-	5.0	-	5.0
SUPERLINER I DINER OVERHAULS	2.1	-	2.1	-	-	2.1	-	2.1
Viewliner Programs	**8.2**	**-**	**8.2**	**-**	**-**	**8.2**	**-**	**8.2**
VIEWLINER SLEEPER - OVERHAUL	8.2	-	8.2	-	-	8.2	-	8.2
Wrecks	**5.0**	**-**	**5.0**	**3.8**	**1.0**	**0.2**	**-**	**5.0**
Car Wreck Rehabilitation Program	2.0	-	2.0	1.5	0.4	0.1	-	2.0
Locomotive Wreck Program	3.0	-	3.0	2.3	0.6	0.1	-	3.0

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
Gateway Program	**151.4**	**605.6**	**757.0**	**719.3**	**15.2**	**22.5**	**-**	**757.0**
Special Programs	**151.4**	**605.6**	**757.0**	**719.3**	**15.2**	**22.5**	**-**	**757.0**
LIRR HUDSON YD CONSTRUCT TUN BOX PHASE 2	21.0	84.0	105.0	101.2	1.6	2.1	-	105.0
NJ006.10 NEW PORTAL NORTH BR CONSTR	69.4	277.6	347.0	324.8	8.6	13.6	-	347.0
NJ007.80&NJ007.96-BRDG CAPACITY UPGR DSN	2.0	8.0	10.0	9.5	0.2	0.3	-	10.0
HUDSON RIVER-CONSTRUCT NEW TUNNELS DSN	9.0	36.0	45.0	44.9	0.1	-	-	45.0
Property Acquisition Process - Allied to A Yard	39.0	156.0	195.0	186.4	3.7	5.0	-	195.0
EIS / Design - Penn South	4.4	17.6	22.0	21.0	0.4	0.6	-	22.0
Design -Portal South/ Secaucus South	0.8	3.2	4.0	3.8	0.1	0.1	-	4.0
Design - Highline Renewal & SOGR & Signal Upgrades - Dock To Bei	2.6	10.4	13.0	12.4	0.2	0.3	-	13.0
GATEWAY PROGRAM MANAGEMENT	1.2	4.8	6.0	5.6	0.1	0.2	-	6.0
HUDSON RIVER CONSTRUCT NEW TUNNELS NEPA	2.0	8.0	10.0	9.6	0.2	0.2	-	10.0
Infrastructure Renewal	**626.7**	**242.2**	**868.9**	**615.4**	**185.1**	**35.8**	**32.6**	**868.9**
Improvements	**25.1**	**20.0**	**45.1**	**37.3**	**5.8**	**2.1**	**-**	**45.1**
B&P TUNNEL REPLACMENT DSN	-	20.0	20.0	18.7	0.5	0.8	-	20.0
BAY INTERLOCKING C&S INTERLOCKING UPGRS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
CENTRAL DIV - UNDERGRADE BRIDGE UPGRADES	1.0	-	1.0	-	0.5	0.5	-	1.0
CLINTON CT(CLINTON) NEW I/L CONSTRUCTION	1.0	-	1.0	0.9	0.0	0.0	-	1.0
HOOK INTERLOCKING UPGRADE TO MICROLOK 2	1.5	-	1.5	1.4	0.0	0.1	-	1.5
MAD DIV RIDE QUALITY IMPROVEMENTS	10.5	-	10.5	9.8	0.3	0.4	-	10.5
MICHIGAN LINE - RAIL LUBRICATOR INSTALL	0.1	-	0.1	-	0.1	-	-	0.1
MID-ATLANTIC DIV EVENT RECORDERS UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC NORTH C&S CABLE REPLACEMENT	0.2	-	0.2	0.2	0.0	0.0	-	0.2
MID-ATLANTIC SOUTH C&S CABLE REPLACEMENT	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW YORK DIV EAST C&S CABLE REPLACEMENT	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NEW YORK DIV RIDE QUALITY IMPRV PROGRAM	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW YORK DIV WEST C&S CABLE REPLACEMENT	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PHIL NEW CETC CTRL CENTER	1.5	-	1.5	1.2	0.3	0.0	-	1.5
PORTER-KALAMAZOO ITCS SERVERS BACKUP PWR	0.9	-	0.9	-	0.9	-	-	0.9
RENSSELAER, NY-M/W DIRECT FIX TRACK UPGR	0.1	-	0.1	-	0.1	0.0	-	0.1
WIL MOFE FACILITY TIE/TIMBER	0.1	-	0.1	0.1	0.0	0.0	-	0.1
CT122.65 SHAWS COVE FENDER SYS UPGRADES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
PA058.03 WASHINGTON ST BRG REPLACEMENT	1.0	-	1.0	0.9	0.0	0.0	-	1.0
MICHIGAN LINE MP152-MP208 SIGNAL SYS UPG	3.0	-	3.0	-	3.0	-	-	3.0
CABF NEW ENGLAND DIVISION - INSTALL INTE	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NY DIV UPGR INTERLOCKING EVENT RECORDERS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
SOGR Base	**436.0**	**55.4**	**491.4**	**409.1**	**53.2**	**29.2**	**-**	**491.4**
30TH ST STA BLOCK TIES	0.9	-	0.9	0.9	0.0	0.0	-	0.9
ABERDEEN-WAS INNER TK PLTFRM-XINGS UPGRS	-	0.4	0.4	0.4	0.0	0.0	-	0.4
ADAMS SUBDIV CULVERT UPGR	0.4	-	0.4	0.4	0.0	0.0	-	0.4
ALBANY LINE - CULVERTS UPGRADE	-	0.2	0.2	-	0.2	0.0	-	0.2
ALBANY LINE - TIMBER PROGRAM	1.8	3.8	5.6	-	5.1	0.4	-	5.6
ALBANY LINE CURVE & TRAIL TK RAIL REPL	-	0.3	0.3	-	0.3	0.0	-	0.3
ALBANY LN INSULATED JNT RENEW	-	0.1	0.1	-	0.1	0.0	-	0.1
AMT SYS ROADBED STABILITY UPGR	7.0	-	7.0	5.3	1.5	0.2	-	7.0
AMTK SY SURFACING PRG DEVELOP	0.5	-	0.5	0.3	0.1	0.0	-	0.5
B&P TUN BLOCK TIE/RAIL RENEWAL	2.6	-	2.6	2.4	0.1	0.1	-	2.6
B&P TUNNEL - CATENARY BRACKET UPGRADES	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BAL SUBDIV CATENARY POLE UPGRS	0.5	-	0.5	0.5	0.0	0.0	-	0.5
BAL SUBDIV SERVICE&POTENTIAL TRANS UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BAL SUBDIV-INSTL TRACK AND CODE RELAYS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
BAL SUBDIV-PHASE SELECTIVE UNIT UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BALTIMORE STA PLATFORM 2 LIGHTING UPGRS	-	0.3	0.3	0.2	0.0	0.0	-	0.3
BALTIMORE SUBDIV - CAT HARDWARE RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
BALTIMORE SUBDIV AIRBREAK SW REPLACEMENT	0.3	-	0.3	0.3	0.0	0.0	-	0.3
BALTIMORE SUBDIV CATENARY UPGRADES	0.8	-	0.8	0.7	0.0	0.0	-	0.8
BALTIMORE SUBDIV INTERLOCKING SEC SWITCH	0.3	-	0.3	0.3	0.0	0.0	-	0.3
BALTIMORE SUBDIV KOUPLER UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BALTIMORE SUBDIV SUBSTA BATTERY SYS UPGR	0.4	-	0.4	0.4	0.0	0.0	-	0.4
BALTIMORE SUBDIV TROLLEY BREAKER UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
BALTIMORE SUBDIVISION-SIGNAL POWER UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BALTIMORE TUNNEL IMPROVEMENTS	-	1.0	1.0	0.9	0.0	0.0	-	1.0
BALTIMORE-TRANS LINE AND HARDWARE UPGR	0.3	-	0.3	0.2	0.0	0.0	-	0.3
BERGEN-SWIFT CATENARY HARDWARE RENEWAL	0.1	-	0.1	0.1	0.0	0.0	-	0.1
BIDDLE INTERLOCKING TURNOUT RENEWAL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
BOSTON SUBDIV TIE/TIMBERS	1.6	-	1.6	1.5	0.0	0.1	-	1.6
BOSTON SUBDIV-CIRCUIT BREAKER INSTALL	0.2	-	0.2	0.2	0.0	0.0	-	0.2
BRG/TUNNEL/WALL FUTURE DESIGN	3.0	-	3.0	2.3	0.6	0.1	-	3.0
C&S LANCASTER SHOP EQI UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
C&S SYSTEM - NETWORK UPGRADES	0.1	-	0.1	0.0	0.0	0.0	-	0.1
CAT ET TRANING FACILITY UPGR	0.3	-	0.3	0.2	0.1	0.0	-	0.3
CENTRAL DIV TK REHABILITATION	6.2	-	6.2	-	3.1	3.1	-	6.2
CENTRAL DIV-SECURITY FENCE INSTALLATIONS	0.3	-	0.3	-	0.1	0.1	-	0.3
CETC FACILITIES-SOFTWARE AND UPS UPGRS	0.7	-	0.7	0.5	0.1	0.0	-	0.7
CHARLES INTERLOCKING - TURNOUT RENEWAL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
CHICAGO-ST. LOUIS LOCOMOTIVE PTC UPGRADE	-	0.7	0.7	-	-	0.7	-	0.7
CONCRETE TIE REDESIGN	1.0	-	1.0	0.8	0.2	0.0	-	1.0
CONESTOGA STEPUP YD REPLACE TRANSFORMER	8.3	-	8.3	7.7	0.2	0.4	-	8.3
DAVIS INTERLOCKING RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
DAVISVILLE I/L MICROLOK 2 UPGR	1.5	-	1.5	1.4	0.0	0.1	-	1.5
DOCK BRIDGE RTU-SECTIONALIZING SW UPGRS	0.5	-	0.5	0.5	0.0	0.0	-	0.5
EAST RIV TUN-REHAB PUMP STA DEWATER SYS	-	0.5	0.5	0.5	0.0	0.0	-	0.5
EAST RIVER TUN BENCHWALL-DIAMOND PLATE	1.0	-	1.0	0.9	0.0	0.0	-	1.0

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EAST RIVER TUN REHAB SCADA CTRL PANELS	-	0.2	0.2	0.1	0.0	0.0	-	0.2
ELECTRIC TRACTION DSN REVIEW	0.5	-	0.5	0.4	0.1	0.0	-	0.5
ELMORA-UNION CATENARY UPGR	0.4	-	0.4	0.3	0.0	0.0	-	0.4
EMPIRE CORRIDOR REPLACE HOT BOX DETECTOR	-	0.3	0.3	-	0.2	0.0	-	0.3
EMPIRE CORRIDOR RIDE QUALITY IMPROVEMENT	1.0	-	1.0	-	0.9	0.1	-	1.0
EMPIRE CORRIDOR UNDERGRADE BRG UPGRADES	-	3.0	3.0	-	2.8	0.2	-	3.0
EMPIRE LINE CATENARY HARDWARE RENEWAL	0.1	-	0.1	-	0.1	0.0	-	0.1
ERT LINE 3/4 RAIL/TIES	7.5	-	7.5	7.0	0.2	0.3	-	7.5
ET SUBSTATION RELAY UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
FAIR I/L RELOCATE C&S EQI ABOVE FLOOD LN	1.0	-	1.0	0.9	0.0	0.0	-	1.0
GROVE INTERLOCKING TURNOUT RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
GULIFORD I/L MICROLOK 2 UPGR	0.3	-	0.3	0.2	0.0	0.0	-	0.3
HAR LINE MANHOLE COVER UPGRS	0.1	-	0.1	0.0	0.1	-	-	0.1
HARRISBURG LINE - SUBSTATION UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
HARRISBURG LINE CULVERTS UPGRS	0.3	-	0.3	0.1	0.2	-	-	0.3
HARRISBURG LINE SIG PWR UPGRS	0.2	-	0.2	0.1	0.1	-	-	0.2
HARRISBURG LINE STATIC WIRE INSTALLATION	0.2	-	0.2	0.1	0.1	-	-	0.2
HARRISBURG LINE TRANSMISSION LINE UPGRS	0.1	-	0.1	0.0	0.1	-	-	0.1
HARRISBURG LINE-CATENARY POLE REPLACMENT	0.5	-	0.5	0.2	0.3	-	-	0.5
HARRISBURG LN CATENARY HARDWARE RENEWAL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
HARRISBURG SUB 72 TRANSFORMER INSTALL	1.0	-	1.0	0.9	0.0	0.0	-	1.0
HBG LINE 12KV SUBSTATION BRKS	0.5	-	0.5	0.2	0.3	-	-	0.5
HBG LINE COMM SHELTER BACKUP PWR UPGRS	0.2	-	0.2	0.1	0.1	-	-	0.2
HELLGATE LINE - C&S CABLE RENEWAL	0.2	-	0.2	0.1	0.0	0.0	-	0.2
HELLGATE/EMPIRE I/L STEEL	0.4	-	0.4	0.4	0.0	0.0	-	0.4
HELLGATE/EMPIRE RAIL RENEWAL	0.3	-	0.3	0.3	0.0	0.0	-	0.3
HELLGATE/EMPIRE TIE/TIMBER	0.5	-	0.5	0.5	0.0	0.0	-	0.5
HOLLY INTERLOCKING RENEWAL	3.1	-	3.1	2.9	0.1	0.1	-	3.1
HUDSON TO DOCK CATENARY HARDWARE RENEWAL	0.0	-	0.0	0.0	0.0	0.0	-	0.0
INT SIGNALS - FUTURE DESIGN	0.3	-	0.3	0.2	0.0	0.0	-	0.3
IT-POLICE VIDEO BANDWIDTH AUGMENTATION	0.7	-	0.7	0.5	0.1	0.0	-	0.7
KEARNY-SUB 41 RELOCATION DSN AND CONSTR	1.0	-	1.0	0.9	0.0	0.0	-	1.0
KINZER SUB 67 - TRANSFORMER INSTALLATION	1.0	-	1.0	0.4	0.6	-	-	1.0
LANE INTERLOCKING - INTERLOCKI	1.0	-	1.0	0.9	0.0	0.0	-	1.0
LINCOLN-COUNTY CATENARY UPGR	0.0	-	0.0	0.0	0.0	0.0	-	0.0
MAD - RETAINING WALL UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MAD - TUNNEL CONSTRUCTION & UPGRADES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
MAD - UNDERGRADE BRIDGE UPGRADES	6.0	-	6.0	5.6	0.1	0.2	-	6.0
MAD COMM SHELTER ALARM SYSTEM UPGRS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
MAD CONCRETE TIE REPLACEMENT	2.1	-	2.1	1.9	0.1	0.1	-	2.1
MAD DIV INSTALL SECURE MANHOLE COVERS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MAD DIV RENEW PADS CLIPS AND INSULATORS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
MAD DIVISION BRIDGE TIMBER REP	1.0	-	1.0	0.9	0.0	0.0	-	1.0
MAD DIVISION SOUTH INSTALL LED SIGNALS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
MAD S SUBSTATION CNTL HSE UPGR	0.2	-	0.2	0.1	0.0	0.0	-	0.2
MAD SOUTH KOUPLER/FLURRY BREAKS UPGRS	0.4	-	0.4	0.3	0.0	0.0	-	0.4
MAD TRANSMISSION BRKER DESIGN	0.3	-	0.3	0.3	0.0	0.0	-	0.3
MAD TURNOUT REPLACEMENT	3.1	-	3.1	2.9	0.1	0.1	-	3.1
MAGNOLIA INTERLOCKING TURNOUT RENEWAL	1.5	-	1.5	1.4	0.0	0.1	-	1.5
MASSACHUSETTS BRG CATENARY UPG	0.5	-	0.5	0.4	0.0	0.0	-	0.5
MI192.33 PIN REHABILITATION	1.0	-	1.0	-	-	1.0	-	1.0
MICHIGAN DIST CULVERTS UPGR	0.2	-	0.2	-	0.2	-	-	0.2
MICHIGAN DISTRICT MP192 TO MP2	1.5	-	1.5	-	1.5	-	-	1.5
MICHIGAN DISTRICT SURFACING	0.5	-	0.5	-	0.5	-	-	0.5
MICHIGAN LN REPL XING PANNELS	0.4	-	0.4	-	0.4	-	-	0.4
MID-ATLANTIC DIV COMM EQUIPMENT HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC DIV DRAINAGE UPGR	2.1	-	2.1	1.9	0.1	0.1	-	2.1
MID-ATLANTIC DIV INSUL JOINTS	1.3	-	1.3	1.2	0.0	0.1	-	1.3
MID-ATLANTIC DIV MOVABLE BRIDGE UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
MID-ATLANTIC DIV-CONCRETE TIE REPLACEMNT	36.1	-	36.1	33.8	0.9	1.4	-	36.1
MID-ATLANTIC DIVISION SPOT UNDERCUTTING	3.3	-	3.3	3.1	0.1	0.1	-	3.3
MID-ATLANTIC I/L STEEL RENEWAL	3.6	-	3.6	3.4	0.1	0.1	-	3.6
MID-ATLANTIC JOINT ELIMINATION	3.6	-	3.6	3.4	0.1	0.1	-	3.6
MID-ATLANTIC TIE/TIMBER REPL	11.4	-	11.4	10.7	0.3	0.4	-	11.4
MORRIS-HOLMES CATENARY UPGR	0.0	-	0.0	0.0	0.0	0.0	-	0.0
MOVABLE BRG COMPONENT DSN	0.4	-	0.4	0.3	0.1	0.0	-	0.4
NEC MITRE RAIL EXPANSION JOINTS	1.0	-	1.0	0.8	0.2	0.0	-	1.0
NEC SUBSTATIONS CONTROL HOUSE DESIGN	0.6	-	0.6	0.5	0.1	0.0	-	0.6
NEC WAYSIDE DETECTOR COMM SYS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NED - TUNNEL CONSTRUCTION & UPGRADES	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NED - UNDERGRADE BRIDGE IMPROVEMENTS	4.0	-	4.0	3.7	0.1	0.2	-	4.0
NED BRG ICILE MITIGATION CONSTRUCTION	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NED CATENARY HARDWARE RENEWAL	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NED CONCRETE TIE REPLACEMENT	1.5	-	1.5	1.4	0.0	0.1	-	1.5
NED I/L BATTERY BANK REPL	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NED INTERLOCKING RTU UPGR	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NED SPRINGFIELD LINE-BRIDGE TIMB REPLACE	1.0	-	1.0	-	1.0	-	-	1.0
NEW CARROLLTON STA-TK 1 PLATFORM DESIGN	0.5	0.0	0.5	0.5	0.0	0.0	-	0.5
NEW ENGLAND DIV BRG TIMBERS	3.5	-	3.5	3.3	0.1	0.1	-	3.5
NEW ENGLAND DIV COMM EQUIPMENT HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV CRV PATCH RAIL	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEW ENGLAND DIV CULVERT UPGR	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW ENGLAND DIV DRAINAGE IMPV	1.0	-	1.0	0.9	0.0	0.0	-	1.0

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NEW ENGLAND DIV HDBLOCK TIES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW ENGLAND DIV MOVABLE BRIDGE UPGRADES	8.0	-	8.0	7.5	0.2	0.3	-	8.0
NEW ENGLAND DIV RIDE QUALITY IMPROVEMENT	2.5	-	2.5	2.3	0.1	0.1	-	2.5
NEW ENGLAND DIV SPOT U/C	3.1	-	3.1	2.9	0.1	0.1	-	3.1
NEW ENGLAND DIV SUB LIGHTING	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV SUB UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW ENGLAND DIV SUBSTA SCADA-RTU UPGRS	0.7	-	0.7	0.6	0.0	0.0	-	0.7
NEW ENGLAND DIV WALL UPGRS	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NEW ENGLAND DIVISION WD TIES	2.2	-	2.2	2.0	0.1	0.1	-	2.2
NEW ENGLAND DIVISION XING UPGR	0.8	-	0.8	0.8	0.0	0.0	-	0.8
NEW ENGLAND DIV-RETIRE WAYSIDE SWITCHES	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW ENGLAND DV T/O REPLACEMENT	3.6	-	3.6	3.4	0.1	0.1	-	3.6
NEW ENGLAND INSULATED JOINTS	0.5	-	0.5	0.4	0.0	0.0	-	0.5
NEW ENGLAND JOINT ELIMINATION	1.7	-	1.7	1.6	0.0	0.1	-	1.7
NEW ORLEANS, LA WD TIE REPL	0.1	-	0.1	-	-	0.1	-	0.1
NEW ORLEANS-REPLACE STA TK RAIL AND TIES	0.2	-	0.2	-	-	0.2	-	0.2
NEW YORK DIV REPLACE COMM EQUIP HOUSES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NEW YORK DIV MOVABLE BRIDGE UPGRADES	8.0	-	8.0	7.5	0.2	0.3	-	8.0
NEW YORK DIV VACUUM TRAIN	0.8	-	0.8	0.8	0.0	0.0	-	0.8
NEW YORK DIVISION - DRAINAGE IMPROVEMENT	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK TUNNEL FLOOD GATES UP	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NJ008.50 BRG CONTROL UPGRS	5.0	-	5.0	4.7	0.1	0.2	-	5.0
NORTH RIV TUN-REHAB PUMP STA DEWATER SYS	-	0.5	0.5	0.5	0.0	0.0	-	0.5
NORTH RIVER TUN BENCHWALL DIAMOND PLATE	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NORTH RIVER TUN REHAB SCADA CTRL PANELS	-	0.2	0.2	0.1	0.0	0.0	-	0.2
NY AREA RAIL REPLACEMENT	0.3	-	0.3	0.3	0.0	0.0	-	0.3
NY DIV CATENARY POLE UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NY DIV CONCRETE TIE FASTENER HARDWARE	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NY DIV EAST INTERLOCKING STEEL	2.3	-	2.3	2.2	0.1	0.1	-	2.3
NY DIV SECURE MANHOLE COVER INSTALLATION	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NY DIV WEST INSULATED JOINTS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
NY DIV WEST INTERLOCKING STL	0.9	-	0.9	0.9	0.0	0.0	-	0.9
NY DIV WEST JOINT ELIMINATION	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NY DIV-CONCRETE TIES REPLACEMN	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NY DIV-INTRLOCKING LIGHTING FIXTURE UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NY EAST RIV TUN REHAB TUN LIGHT FIXTURES	-	1.0	1.0	0.9	0.0	0.0	-	1.0
NY EAST RIVER TUNNELS 3RD RAIL REHAB	-	0.1	0.1	0.0	0.0	0.0	-	0.1
NY EAST RVR TUN RAIL/TIE LN1/2	7.5	-	7.5	7.0	0.2	0.3	-	7.5
NY ERT - 1ST AVE VENTILATION DOOR DESIGN	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NY NORTH RIV TUN REHAB TUN LIGHT FIXTURE	-	0.5	0.5	0.5	0.0	0.0	-	0.5
NY NRT TIE/TIMBER REPLACEMENT	2.1	-	2.1	1.9	0.1	0.1	-	2.1
NY TUN-REHAB 1ST AVE AND LIC VENT PLANTS	-	0.5	0.5	0.5	0.0	0.0	-	0.5
NY010.20 SPUYTEN DUYVIL-EAST FENDER UPGR	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NY143.02 LAB - BRIDGE AND EMERG GEN UPGR	-	2.0	2.0	-	1.9	0.1	-	2.0
NYD - RETAINING WALL UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
NYD - UNDERGRADE BRIDGE UPGRADES	6.0	-	6.0	5.6	0.1	0.2	-	6.0
NYD-SPOT RENEW PADS CLIPS AND INSULATORS	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NYP SUBDIV-REPLACE TIES AND TIMBERS	0.4	-	0.4	0.4	0.0	0.0	-	0.4
PENN STATION NY - INSTALL LED SIGNALS	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PERRYVILLE SUBDIV - CAT HARDWARE RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PERRYVILLE SUBDIV SUBST IMPRV	0.3	-	0.3	0.3	0.0	0.0	-	0.3
PERRYVILLE SUBDIV TRANSMISSION LN UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PERRYVILLE SUBDIV TROLLEY BREAKER UPGR	0.4	-	0.4	0.4	0.0	0.0	-	0.4
PERRYVILLE SUBDIVISION-SIGNAL POWER UPGR	0.2	-	0.2	0.2	0.0	0.0	-	0.2
PERRYVILLE SUBDIV-SECTION BREAK UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHIL SUBDIV CATENARY POLE REPL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PHILADELPHIA SUBDIV CATENARY UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
PHILADELPHIA SUBDIV INSTALL STATIC WIRE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PHILADELPHIA SUBDIV SUBSTATION UPGRADES	0.5	-	0.5	0.4	0.0	0.0	-	0.5
PHILADELPHIA SUBDIV TRANSMISSION LN UPGR	0.1	-	0.1	0.0	0.0	0.0	-	0.1
PHL-WIL CATENARY STRUCTURE REP	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PRY SUBDIV CATENARY POLE UPGRS	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PRY SUBDIV SERVICE&POTENTIAL TRANS UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
PSCC NEW YORK SYSTEM UPGRADES	0.4	-	0.4	0.4	0.0	0.0	-	0.4
PSNY WALKOVER 18 CONDUIT/CABLE	10.0	-	10.0	9.3	0.3	0.4	-	10.0
RADIO SITE BACKUP - EMERGENCY PWR UPGRS	0.3	-	0.3	-	0.2	0.0	-	0.3
REPL 3RD RAIL ERT/HAROLD	0.0	-	0.0	0.0	0.0	0.0	-	0.0
RHEEMS SUB 70 TRANSFORMER INSTALLATION	1.0	-	1.0	0.4	0.6	-	-	1.0
SHARON SUBSTA REPLACE CIRCUIT BREAKERS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
SHELL-GATE TRACK CIRCUITS UPGRS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
SOUTH PENN INTERLOCKING C&S UPGRS	2.0	-	2.0	1.9	0.0	0.1	-	2.0
SOUTH PENN INTERLOCKING RENEWAL	3.1	-	3.1	2.9	0.1	0.1	-	3.1
SOUTHAMPTON ST YD TURNOUTS	0.8	-	0.8	0.7	0.0	0.0	-	0.8
SPG LINE - UNDERGRADE BRIDGE UPGRADES	1.0	-	1.0	-	1.0	-	-	1.0
SPRINGFIELD LINE - CULVERT UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
SPRINGFIELD LN I/L STL RENEWAL	1.3	-	1.3	1.2	0.0	0.1	-	1.3
STATE INTERLOCKING RENEWAL	-	3.0	3.0	2.8	0.1	0.1	-	3.0
STRUCTURES - BRIDGE TIE DESIGN	0.4	-	0.4	0.3	0.1	0.0	-	0.4
SUB 32 TO SUB 34- SIGNAL PWR SYSTEM UPGR	0.2	-	0.2	0.1	0.0	0.0	-	0.2
SUB 34 TO SUB 42- SIGNAL PWR SYSTEM UPGR	0.1	-	0.1	0.1	0.0	0.0	-	0.1
SUNNYSIDE YARD - SUBSTATION UP	1.0	-	1.0	0.9	0.0	0.0	-	1.0
SUNNYSIDE YARD INST TIMBER	0.7	-	0.7	0.7	0.0	0.0	-	0.7
SUNNYSIDE YD DESIGN-CONSTRUCTION HSR FAC	-	35.0	35.0	32.8	0.9	1.4	-	35.0

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
SWIFT-HUDSON CATENARY HARDWARE RENEWAL	0.1	-	0.1	0.1	0.0	0.0	-	0.1
TIES MICHIGAN LINE - WOOD TIE PROGRAM	0.1	-	0.1	-	0.1	-	-	0.1
TOWER ONE TURNOUT REPLACEMENT	2.6	-	2.6	2.4	0.1	0.1	-	2.6
TRACK - FUTURE DESIGN	0.4	-	0.4	0.3	0.1	0.0	-	0.4
TUN NY ERT-LINES 1&3 SUMP PUMP AIR LINES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
TURNOUT DEVELOPMENT/DESIGN	0.3	-	0.3	0.2	0.1	0.0	-	0.3
UNION SUB 25A PROTOTYPE TROLLEY BREAKER	0.4	-	0.4	0.4	0.0	0.0	-	0.4
UNION SUBSTATION RELOCATION	0.0	0.0	0.1	0.0	0.0	0.0	-	0.1
WAS STATION CONCOURSE A IMPROVEMENTS	-	0.5	0.5	0.5	0.0	0.0	-	0.5
WAS-BOS RAIL LUBICATOR REPLACE	0.5	-	0.5	0.4	0.1	0.0	-	0.5
WASHINGTON TERM & IVY CITY - UPGR TRACKS	3.1	-	3.1	2.9	0.1	0.1	-	3.1
WASH-NEW YORK CURVE PATCH RAIL	5.0	-	5.0	3.8	1.0	0.2	-	5.0
WASH-NEW YORK SYS UNDERCUTTING	25.8	-	25.8	24.1	0.6	1.0	-	25.8
WAS-NYP REDUNDANT COMM CABLE	1.0	-	1.0	0.8	0.2	0.0	-	1.0
WEST DIVISION - STATION TRACK	1.0	-	1.0	-	-	1.0	-	1.0
WEST DIVISION- STATION CONSTRUCTION UPGR	2.0	-	2.0	-	-	2.0	-	2.0
WILMINGTON SUBDIV CATENARY POLE UPGRS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
WILMINGTON SUBDIV CATENARY UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
WILMINGTON SUBDIV SUBSTATION UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
ZOO-44TH ST I/L RECONFIGURATON	2.0	-	2.0	1.9	0.0	0.1	-	2.0
ZOO-PAOLI CATENARY POLE DESIGN	0.5	-	0.5	0.2	0.3	-	-	0.5
EMPIRE CORRIDOR BRG TIMBER REPLACEMENT	1.0	-	1.0	-	0.9	0.1	-	1.0
MID ATLANTIC DIV SIGNAL BRIDGE UPGR	1.5	-	1.5	1.4	0.0	0.1	-	1.5
CULV MD128.33 LANDOVER - CULVERT UPGRADE	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MAD I/L LIGHTING UPGR	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEC SIGNAL SYSTEM REMOTE DIAGNOSTIC SYS	0.1	-	0.1	-	0.1	0.0	-	0.1
MAD NORTH CATENARY POLE ATTACHMENT UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
ELECTRIC TRACTION FREQ CONVERTER UPGRS	9.0	-	9.0	6.8	1.9	0.3	-	9.0
NEW YORK DIV SUBSTATION 43-47 UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK DIV SUBSTATION 32-33 UPGRADES	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NEW YORK DIV SUBSTATION 34-37 UPGRADES	0.3	-	0.3	0.3	0.0	0.0	-	0.3
NEW YORK DIV SUBSTATION 38-42 UPGRADES	0.6	-	0.6	0.6	0.0	0.0	-	0.6
NEW YORK DIV SUBSTATION RTU UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
ADAMS NJ NEW SUBSTATION CONSTRUCTION	1.0	-	1.0	0.9	0.0	0.0	-	1.0
HELLGATE LINE SUB 45-47 REPLACEMENT DSN	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NEW ENGLAND DIV SHOULDER CLEANING PRGM	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NEW YORK DIV SHOULDER CLEANING PROGRAM	0.3	-	0.3	0.2	0.0	0.0	-	0.3
CENTRAL DIV SHOULDER CLEANING PROGRAM	0.3	-	0.3	-	-	0.3	-	0.3
MID-ATLANTIC DIV SHOULDER CLEANING PRG	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NEW ENGLAND DIV PADS-CLIPS-INSULATORS	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NORTHEAST CORRIDOR INST IMPACT DETECTORS	1.0	-	1.0	0.9	0.0	0.0	-	1.0
MICHIGAN LINE WEST RAIL RENEWAL	4.0	-	4.0	-	4.0	-	-	4.0
NEW YORK DIV EAST JOINT ELIMINATION	0.2	-	0.2	0.2	0.0	0.0	-	0.2
NEW YORK DIV EAST INSULATED JOINTS	0.9	-	0.9	0.8	0.0	0.0	-	0.9
NEWARK NJ STATION REPLACE BLOCK TIES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NEW YORK DIV WEST TIES/TIMBERS	2.6	-	2.6	2.4	0.1	0.1	-	2.6
NEW YORK DIV EAST TIES/TIMBERS	1.3	-	1.3	1.2	0.0	0.0	-	1.3
NEW YORK DIV SUP FACILITIES TK REHAB	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NEW ENGLAND DIV SUP FACILITIES TK REHAB	1.0	-	1.0	0.9	0.0	0.0	-	1.0
CENTRAL DIV SUPPORT FACILITIES TK REHAB	2.5	-	2.5	-	-	2.5	-	2.5
PENN STA NY ZERO DEFECT PRG TO RENEWAL	6.2	-	6.2	5.8	0.2	0.2	-	6.2
WASHINGTON-BOSTON INTERLOCKING SURFACING	2.0	-	2.0	1.5	0.4	0.1	-	2.0
MID-ATLANTIC DIV SURFACING PROGRAM	9.8	-	9.8	9.2	0.2	0.4	-	9.8
NEW ENGLAND DIV SURFACING PROGRAM	3.7	-	3.7	3.5	0.1	0.1	-	3.7
NEW YORK DIV SURFACING PROGRAM	3.6	-	3.6	3.4	0.1	0.1	-	3.6
ELMORA I/L INTERLOCKING RENEWAL	0.5	-	0.5	0.5	0.0	0.0	-	0.5
CP94 EMPIRE LINE INTERLOCKING RENEWAL	1.0	-	1.0	-	0.9	0.1	-	1.0
PAOLI I/L INTERLOCKING RENEWAL	1.0	-	1.0	0.4	0.6	-	-	1.0
DAVISVILLE I/L INTERLOCKING RENEWAL	3.1	-	3.1	2.9	0.1	0.1	-	3.1
SWIFT INTERLOCKING- INTERLOCKING RENEWAL	3.5	-	3.5	3.3	0.1	0.1	-	3.5
ZOO D1 TO STILES INTERLOCKING RENEWAL	5.0	-	5.0	1.9	3.1	-	-	5.0
11TH AV VENT SHAFT AUTOMATIC TRANSFER SW	-	0.5	0.5	0.5	0.0	0.0	-	0.5
NY010.25 SPUYTEN DUYVIL-SANDY MECH-ELECT	-	1.0	1.0	0.9	0.0	0.0	-	1.0
PRIIA BASIC INFRA RECAPITAL CONTRIB	14.0	-	14.0	10.7	2.9	0.4	-	14.0
Amtrak 212 Other Payments to Non-Amtrak Operated NEC	33.1	-	33.1	29.9	1.9	1.3	-	33.1
Safety / Mandates	**16.3**	**12.5**	**28.8**	**15.1**	**12.3**	**1.3**	**-**	**28.8**
BAL SUBDIV INST SECURITY FENCE	5.0	-	5.0	4.7	0.1	0.2	-	5.0
CETC NY SCADA PHASE II	5.0	-	5.0	5.0	0.0	-	-	5.0
EMPIRE CORRIDOR PTC INSTALLATION WAYSIDE	-	12.5	12.5	-	11.6	0.9	-	12.5
EMPIRE LINE OVERBUILD LIGHTING	0.3	-	0.3	0.3	-	-	-	0.3
ENG EMPLOYEE ARC FLASH PROTECT	0.8	-	0.8	0.6	0.2	0.0	-	0.8
MAD NORTH-SIGNAL BRG FALL PROTECTION	0.5	-	0.5	0.5	0.0	0.0	-	0.5
MAD SOUTH-SIGNAL BRG FALL PROTECTION	0.5	-	0.5	0.5	0.0	0.0	-	0.5
NED - SIGNAL BRIDGE SAFETY UPGRADES	0.3	-	0.3	0.2	0.0	0.0	-	0.3
NEW ENGLAND DIVISION FENCING	0.3	-	0.3	0.3	0.0	0.0	-	0.3
NY DIV SIG BRG FALL PROTECTION	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NY DIV SIG BRIDGE FALL PROTECTION UPGRS	0.1	-	0.1	0.1	0.0	0.0	-	0.1
NYD - SIGNAL BRIDGE SAFETY UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PTC AMTRAK OWNED INSTALLATION	2.0	-	2.0	1.5	0.4	0.1	-	2.0
SEPTA STATIONS INTERTRACK FENCE UPGRADES	0.1	-	0.1	0.1	0.0	0.0	-	0.1
LIFE SAFETY - PROJECT MANAGEMENT	0.9	-	0.9	0.8	0.0	-	-	0.9
Major Projects	**113.5**	**154.3**	**267.9**	**147.7**	**112.1**	**3.0**	**5.0**	**267.9**
BRANDY-RAGAN SEC IMPROVEMENT	0.7	14.3	15.0	14.0	0.4	0.6	-	15.0

($s in Millions)	Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
CENTRAL DIVISION MOVABLE BRIDGE UPGRADES	0.1	-	0.1	-	0.1	0.1	-	0.1
CHI 14TH ST YD RETAINING WALL	5.0	-	5.0	-	-	-	5.0	5.0
CT106.89 CONN RV REPL DESIGN	3.0	-	3.0	2.8	0.1	0.1	-	3.0
KINGSTON RI CAPACITY AND PLATF	-	4.0	4.0	3.7	0.1	0.2	-	4.0
LANDOVER/HANSON I/L RENEWAL	6.8	1.2	8.0	7.5	0.2	0.3	-	8.0
MD060.07 SUSQUEHANNA BRIDGE REPLACEMENT	-	5.0	5.0	4.7	0.1	0.2	-	5.0
MD072.14 BUSH RIVER BR REPLACEMENT DSN	1.0	-	1.0	0.9	0.0	0.0	-	1.0
MD078.86 GUNPOWDER RIVER BR REPLACE DSN	1.0	-	1.0	0.9	0.0	0.0	-	1.0
METUCHEN FREQ CONVERTER NJHSRIP	-	11.7	11.7	10.8	0.3	0.5	-	11.7
NEW BRUNSWICK-TRENTON NJHSRIP BRIDGES	-	0.9	0.9	0.8	0.0	0.0	-	0.9
NEW BRUNSWICK-TRENTON NJHSRIP CATENARY	6.0	3.8	9.8	9.1	0.3	0.4	-	9.8
NEW BRUNSWICK-TRENTON NJHSRIP PRG MGMNT	-	2.3	2.3	2.1	0.1	0.1	-	2.3
NEW BRUNSWICK-TRENTON NJHSRIP SIGNALS	-	1.2	1.2	1.2	0.0	0.0	-	1.2
NEW YORK TUNNELS STRUCTURE REHAB-CONST	80.0	-	80.0	79.8	0.2	-	-	80.0
NY015.73 PELHAM BAY-BRDG REPLACEMENT DSN	3.0	-	3.0	2.8	0.1	0.1	-	3.0
SAFE HARBOR FREQ CONVERT UPGR	6.9	-	6.9	6.4	0.2	0.3	-	6.9
SPRINGFIELD LN DOUBLE TRACK	-	110.0	110.0	-	110.0	-	-	110.0
Support Equipment and Vehicles	**35.8**	**-**	**35.8**	**6.2**	**1.7**	**0.3**	**27.6**	**35.8**
ACELA TRAIN - REFURBISH ACCELE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
ADVANCED TECHNLOGY TK INSP SYS	1.0	-	1.0	0.8	0.2	0.0	-	1.0
ENGINEERING - VEHICLE ACQUISITION	8.6	-	8.6	-	-	-	8.6	8.6
ENGINEERING ROLLING STOCK HEAVY OVERHAUL	1.9	-	1.9	1.4	0.4	0.1	-	1.9
ENGINEERING TRACK EQI PURCHASE	17.0	-	17.0	-	-	-	17.0	17.0
TRACK GAUGE RESTRAINT MEASURING SYSTEM	0.5	-	0.5	0.4	0.1	0.0	-	0.5
VEHICLE REPLACEMENT	1.7	-	1.7	1.3	0.3	0.1	-	1.7
GEOMETRY CAR - REPLACEMENT FOR 10003	2.8	-	2.8	2.1	0.6	0.1	-	2.8
NED CATENARY CAR HEAVY OVERHAULS	0.3	-	0.3	0.2	0.1	0.0	-	0.3
ELECTRIC TRACTION EQUIPMENT ACQUISITION	2.0	-	2.0	-	-	-	2.0	2.0
Rolling Stock Acquisition	**65.2**	**-**	**65.2**	**1.0**	**0.3**	**63.9**	**-**	**65.2**
Special Programs	**63.8**	**-**	**63.8**	**-**	**-**	**63.8**	**-**	**63.8**
LONG DISTANCE SINGLE LEVEL REPLACMNT-CAF	63.8	-	63.8	-	-	63.8	-	63.8
Amtrak Support	**1.3**	**-**	**1.3**	**1.0**	**0.3**	**0.0**	**-**	**1.3**
DUAL MODE LOCO PROTOTYPE EVALUATION	1.3	-	1.3	1.0	0.3	0.0	-	1.3
Stations and Facilities	**326.8**	**35.8**	**362.6**	**213.1**	**61.3**	**29.2**	**59.0**	**362.6**
Improvements	**98.6**	**10.6**	**109.1**	**33.6**	**21.6**	**17.0**	**37.0**	**109.1**
AMTRAK SYS DSN STA IMPV	3.0	-	3.0	2.2	0.7	0.1	-	3.0
AMTRAK SYSTEM 480 VOLT STANDBY POWER	3.0	-	3.0	2.2	0.7	0.1	-	3.0
CENTRAL DIVISION - FACILITY UPGRADES	3.0	-	3.0	-	1.5	1.5	-	3.0
CENTRAL DIVISION - MOFW BASE UPGRADES	0.5	-	0.5	-	0.3	0.3	-	0.5
CHICAGO UNION STA MASTER PLAN PHASE I	1.2	-	1.2	-	-	-	1.2	1.2
CHICAGO YARD - MASTER PLAN DEV	30.0	-	30.0	-	-	-	30.0	30.0
Contact Center Telephony System Next Gen	1.8	-	1.8	1.3	0.4	0.1	-	1.8
EMPIRE CORRIDOR - FACILITY UPGRADES	0.5	-	0.5	-	0.5	-	-	0.5
FORT WORTH, TX-NEW MOFE CONSTRUCTION	1.0	-	1.0	-	-	1.0	-	1.0
HARRISBURG LINE - FACILITY UPGRADES	8.0	-	8.0	2.3	5.7	-	-	8.0
HUNTER YARD NJ - MOFW BASE UPGRADES	15.0	-	15.0	14.0	0.4	0.6	-	15.0
INSTALL HGH EFF LIGHT-MECH FAC	2.0	-	2.0	1.5	0.4	0.1	-	2.0
KING ST YD- IMPROVEMENTS/SOUND TRANS DSN	9.0	-	9.0	-	-	9.0	-	9.0
MAD - TRANSPORTATION FACILITY UPGRADES	0.3	-	0.3	0.2	0.0	0.0	-	0.3
MID ATLANTIC DIVISION- FACILITY UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0
MOYNIHAN STATION - STATION CONSTRUCTION	-	0.2	0.2	0.1	0.0	0.0	-	0.2
NEW ENGLAND DIVISION - FACILITY UPGRADES	0.5	-	0.5	0.5	0.0	0.0	-	0.5
PAOLI PA NEW TRANS CENTER MP 20.0	-	4.4	4.4	1.3	3.1	-	-	4.4
ROCHESTER NY STATION IMPROVEMENTS	-	6.0	6.0	-	5.6	0.4	-	6.0
WEST DIVISION - FACILITY UPGRADES	1.5	-	1.5	-	-	1.5	-	1.5
WEST DIVISION - MOFW BASE UPGRADES	0.5	-	0.5	-	-	0.5	-	0.5
CENTRAL DIVISION STATION UPGRADES	3.0	-	3.0	-	1.5	1.5	-	3.0
NEC CATENARY CAR STORAGE FACILITIES	1.8	-	1.8	1.4	0.4	0.1	-	1.8
HARRISBURG LINE SUBSTA CTRL HOUSE UPGRS	0.3	-	0.3	0.1	0.2	-	-	0.3
MID-ATLANTIC YARDS-FACILITIES TK UPGRS	1.0	-	1.0	0.9	0.0	0.0	-	1.0
WILMINGTON FACILITY IMPROVEMENTS	2.0	-	2.0	1.8	0.1	0.1	-	2.0
30TH ST STATION 8TH FLR ROOF REPLACEMENT	0.8	-	0.8	0.7	0.0	0.0	-	0.8
WILMINGTON STA POLICE OFFICE UPGRS	0.8	-	0.8	0.7	0.0	0.0	-	0.8
NEC CAPITAL PLANNING - PROGRAM SUPPORT	0.4	-	0.4	0.3	0.1	0.0	-	0.4
CHICAGO UNION STA DISTRICT MASTER PLAN	1.3	-	1.3	-	-	-	1.3	1.3
CHICAGO UNION STA HEAD HOUSE DORM ROOMS	4.5	-	4.5	-	-	-	4.5	4.5
SOGR Base	**167.5**	**17.5**	**185.0**	**123.4**	**35.6**	**4.0**	**22.0**	**185.0**
30TH ST STA FIRE ALARM SYS	2.0	-	2.0	1.8	0.1	0.1	-	2.0
30TH ST STA SOGR CONCOURSE & FAC UPGRS	3.5	-	3.5	3.2	0.2	0.1	-	3.5
30TH STA ELEVATOR REPLACEMENT	4.0	-	4.0	3.6	0.2	0.2	-	4.0
30TH STA HVAC CTRL UPGR	1.5	-	1.5	1.4	0.1	0.1	-	1.5
BALTIMORE STA MASTER PLAN IMPLEMENTATION	5.0	-	5.0	4.5	0.2	0.3	-	5.0
BEAR FACILITY IMPROVEMENTS	2.0	-	2.0	1.8	0.1	0.1	-	2.0
CHICAGO STATION SOGR IMPROVEMENTS	10.0	-	10.0	-	-	-	10.0	10.0
EMPIRE CORRIDOR - MOFW BASE UPGRADES	0.1	-	0.1	-	0.1	0.0	-	0.1
HARRISBURG LN STATION UPGRS	3.0	-	3.0	-	3.0	-	-	3.0
MAD - STATION CONSTRUCTION UPGRADES	7.0	-	7.0	5.4	1.4	0.2	-	7.0
Material Management Facilities SOGR	0.9	-	0.9	0.6	0.2	0.0	-	0.9
MID ATLANTIC DIVISION-MOFW BASE UPGRADES	3.0	-	3.0	2.8	0.1	0.1	-	3.0
MOFW BASES INVENTORY SECURITY	1.0	-	1.0	0.7	0.2	0.0	-	1.0
MOUNT JOY, PA STATION IMPROVEM	-	14.0	14.0	-	14.0	-	-	14.0
NED - STATION CONSTRUCTION UPGRADES	5.0	-	5.0	3.9	1.0	0.2	-	5.0
NEW ENGLAND DIVISION MOFW BASE UPGRADES	2.0	-	2.0	1.9	0.0	0.1	-	2.0

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NEW YORK DIVISION - MOFW BASE UPGRADES	1.0	-	1.0	0.9	0.0	0.0	-	1.0
NYD - STATION CONSTRUCTION UPGRADES	5.0	-	5.0	3.9	1.0	0.2	-	5.0
PSNY ESCALATOR REPLACEMENT	4.0	-	4.0	4.0	0.0	-	-	4.0
PSNY FACILITIES UPGRADES	3.0	-	3.0	3.0	0.0	-	-	3.0
STRUCTURES FAC FUTURE DESIGN	2.5	-	2.5	1.9	0.5	0.1	-	2.5
WAS & IVY CITY ELECTRICAL UPGR	1.0	-	1.0	0.9	0.0	0.1	-	1.0
WASH PLATFORM RENEWAL-MARC	-	3.0	3.0	3.0	-	-	-	3.0
WASH UNION-STA PLATFORM CANOPY ROOF UPGR	-	0.5	0.5	0.5	0.0	0.0	-	0.5
WILM - CONSTRUCTION MOFE BUILDINGS 1 & 2	10.0	-	10.0	-	-	-	10.0	10.0
30TH STREET STATION - FACADE REPLACE	25.0	-	25.0	24.8	0.2	-	-	25.0
AMTRAK STATIONS ASDP SOGR IMPROVEMENTS	3.5	-	3.5	2.7	0.7	0.1	-	3.5
BEECH GROVE SHOPS FACILITY IMPROVEMENTS	2.0	-	2.0	-	-	-	2.0	2.0
MAT HANDLING EQUP FACILITIES SGR	0.9	-	0.9	0.6	0.2	0.0	-	0.9
SOUTHAMPTON ST YD EXHAUST SYS MECH FAC	1.5	-	1.5	1.4	0.1	0.1	-	1.5
STATIONS-FACILITIES IMPROVEMENTS-REHABS	57.8	-	57.8	43.9	12.0	1.9	-	57.8
STATION SIGNAGE	0.5	-	0.5	0.4	0.1	0.0	-	0.5
Safety / Mandates	**0.5**	**4.9**	**5.5**	**4.2**	**1.1**	**0.2**	**-**	**5.5**
BAL STA POLICE OFFICE-LOCKER ROOM UPGRS	0.5	-	0.5	0.5	0.0	0.0	-	0.5
EXTON PA NEW HIGH LEVEL PLATFORM STATION	-	1.0	1.0	0.7	0.3	-	-	1.0
2015 EMERGENCY MGT OPERATIONAL PACKAGES	-	3.7	3.7	2.8	0.8	0.1	-	3.7
2015 EMERGENCY MANAGEMENT - RAILSAFE	-	0.2	0.2	0.2	0.0	0.0	-	0.2
Major Projects	**20.0**	**0.1**	**20.1**	**14.1**	**0.4**	**5.6**	**-**	**20.1**
BRANFORD-GUILFORD CT STATION IMPROVEMENT	-	0.1	0.1	0.0	0.0	0.0	-	0.1
IVY CITY-TRAIN TRAFFIC UPGR MASTER PLN	10.0	-	10.0	9.4	0.2	0.4	-	10.0
HACKENSACK SUB 42 NEW CONTROL HOUSE	3.0	-	3.0	2.8	0.1	0.1	-	3.0
PENN COACH YD WELDING TRAINING FACILITY	2.0	-	2.0	1.9	0.0	0.1	-	2.0
LOS ANGELES WHEEL TRUING FACILITY	3.0	-	3.0	-	-	3.0	-	3.0
DALLAS-FT WORTH NEW MECH BLDING-COMSY	2.0	-	2.0	-	-	2.0	-	2.0
Support Equipment and Vehicles	**3.6**	**2.0**	**5.6**	**4.2**	**1.2**	**0.2**	**-**	**5.6**
EQUIPMENT POOL COMMITTEE	-	2.0	2.0	1.5	0.4	0.1	-	2.0
TRACK EQUIP HEAVY OVERHAULS	2.5	-	2.5	1.9	0.5	0.1	-	2.5
AMTRAK POLICE DEPARTMNT VEHICLE PURCHASE	0.4	-	0.4	0.3	0.1	0.0	-	0.4
AMT POLICE DEPT HIGH MILEAGE VEHICLES	0.8	-	0.8	0.6	0.2	0.0	-	0.8
NEC Master Planning	**34.4**	**-**	**34.4**	**31.6**	**0.8**	**2.0**	**-**	**34.4**
WA Union Term Master Plan Implementation	34.4	-	34.4	31.6	0.8	2.0	-	34.4
Amtrak Support	**2.2**	**0.8**	**2.9**	**1.8**	**0.8**	**0.3**	**-**	**2.9**
SECURITY CANINE PROCURMNT/TRNG	-	0.8	0.8	0.6	0.2	0.0	-	0.8
WILMINGTON TRAINING FACILITY UPS UPGRADE	0.2	-	0.2	0.1	0.0	0.0	-	0.2
Fast Act Studies - Gulf Coast Working Group	0.5	-	0.5	-	0.3	0.3	-	0.5
Fast Act Studies - Small Business Participation Study	1.5	-	1.5	1.1	0.3	0.0	-	1.5
Technology Systems	**192.3**	**5.0**	**197.3**	**158.8**	**33.0**	**5.5**	**-**	**197.3**
Software	**75.5**	**-**	**75.5**	**57.4**	**15.7**	**2.4**	**-**	**75.5**
AMTRAK E-TICKETING INITIATIVE	1.5	-	1.5	1.1	0.3	0.0	-	1.5
Amtrak Foundation - Train Operations Tec	0.5	-	0.5	0.4	0.1	0.0	-	0.5
AMTRAK NATIONAL OBIS PROGRAM	3.0	-	3.0	2.3	0.6	0.1	-	3.0
AUTOMATED CUSTOMER NOTIFICATION UPGRS	0.5	-	0.5	0.4	0.1	0.0	-	0.5
CUSTOMER EXPERIENCE PROGRAMS	7.0	-	7.0	5.3	1.5	0.2	-	7.0
FY05 ENG AMM DEVELELOPMENT	4.0	-	4.0	3.0	0.8	0.1	-	4.0
HCM Foundations	1.2	-	1.2	0.9	0.3	0.0	-	1.2
IT Strategic Technology Program	17.9	-	17.9	13.6	3.7	0.6	-	17.9
IT Technology Upgrade Program	8.2	-	8.2	6.2	1.7	0.3	-	8.2
Mobile Infrastructure Enhancement Program	3.0	-	3.0	2.3	0.6	0.1	-	3.0
PERSONAL CMPTR/FIELD DEPLOYED	10.0	-	10.0	7.6	2.1	0.3	-	10.0
TRANSPORTATION - TRAINING COMPUTERS	0.5	-	0.5	0.3	0.1	0.0	-	0.5
WMS NETWORK REDESIGN/UPGRADE	4.0	-	4.0	3.0	0.8	0.1	-	4.0
WORK MANAGEMENT SYSTEM	1.5	-	1.5	1.1	0.3	0.0	-	1.5
TAX REPORTING APPLICATION SYS UPGRADES	0.4	-	0.4	0.3	0.1	0.0	-	0.4
LEGAL GOV CORP COMMS TECH INFRAST SOGR	2.0	-	2.0	1.5	0.4	0.1	-	2.0
Cyber Information Security	2.3	-	2.3	1.7	0.5	0.1	-	2.3
RESERVATION SYS TECH INFRASTRUCTURE SOGR	3.1	-	3.1	2.3	0.6	0.1	-	3.1
CUSTOMER EXPERIENCE PROGRAMS PHASE 2	5.0	-	5.0	3.8	1.0	0.2	-	5.0
Hardware	**58.8**	**4.5**	**63.3**	**56.1**	**6.1**	**1.1**	**-**	**63.3**
AUDIO VISUAL ON BOARD ENTERTAINMENT	1.8	-	1.8	1.4	0.4	0.1	-	1.8
NEC TRACKSIDE WIRELESS BROADBAND NETWORK	25.4	-	25.4	25.4	-	-	-	25.4
POLICE-EMCS TECH INFRASTRUCTURE SOGR	1.4	-	1.4	1.1	0.3	0.0	-	1.4
Amfleet Wi-Fi Upgrades SOGR	5.7	-	5.7	4.3	1.2	0.2	-	5.7
Long Distance Train WiFi Installation	6.0	-	6.0	4.6	1.2	0.2	-	6.0
ACELA DIGITAL TRAIN COMMUNICATION LINE	3.0	-	3.0	2.3	0.6	0.1	-	3.0
AMFLEET DIGITAL TRAIN COMMUNICATION LINE	7.0	-	7.0	5.3	1.5	0.2	-	7.0
ACELA WIFI UPGRADES	4.0	-	4.0	4.0	-	-	-	4.0
AMTRAK EAST COAST NOC TECHNOLOGY REFRESH	0.8	-	0.8	0.6	0.2	0.0	-	0.8
AMTRAK INSTATION WIFI REFRESH	0.3	-	0.3	0.2	0.1	0.0	-	0.3
AMTRAK SYS POLICE RADIO REPEATER UPGRS	0.7	-	0.7	0.5	0.1	0.0	-	0.7
AMT POLICE MOTOROLA APX 8000 RADIO PURCH	0.8	-	0.8	0.6	0.2	0.0	-	0.8
WASHINGTON DC TERMINAL DISPATCH REDUNDA	-	4.5	4.5	4.1	0.3	0.2	-	4.5
WIL DE CNOC COMPUTER-TECHNOLOGY UPGR	0.2	-	0.2	0.1	0.0	0.0	-	0.2
NED STA TRAIN APPROACH MESSAGE SYSTEM	1.9	-	1.9	1.7	0.1	0.1	-	1.9
Back Office Support	**13.3**	**0.5**	**13.8**	**11.3**	**2.0**	**0.5**	**-**	**13.8**
PHILA CALL CNTR FAC IMPROV	0.2	-	0.2	0.2	0.0	0.0	-	0.2
RIVERSIDE CALL CNTR FAC IMPROV	0.2	-	0.2	0.2	0.0	0.0	-	0.2
HUMAN CAPITAL SHARED SVC CASE MGT SYS	2.0	-	2.0	1.5	0.4	0.1	-	2.0
INTEG PRE-HIRE ASMT TESTING-CANDIDATE DB	0.8	-	0.8	0.6	0.2	0.0	-	0.8
HUMAN CAPITAL-WELDING TRAINING SIMULATOR	0.2	-	0.2	0.1	0.0	0.0	-	0.2

($s in Millions)	Total Federal & State Capital	Other Third Party	Total Capital	NEC	State Supported	Long Distance	Infrastructure & Investment Development	Total Capital
HUMAN CAPITAL-VIRTUAL TRAINING SYSTEM	0.7	-	0.7	0.5	0.1	0.0	-	0.7
HUMAN CAPITAL-DOCUMENT MANAGEMENT SYSTEM	0.5	-	0.5	0.3	0.1	0.0	-	0.5
HUMAN CAPITAL-SAP ADD-ON REGLEARN SYSTEM	1.1	-	1.1	0.8	0.2	0.0	-	1.1
HUMAN CAPITAL-POST-HIRE ASMT TESTING SYS	0.8	-	0.8	0.6	0.2	0.0	-	0.8
AMTK GUEST REWARDS COBRANDED CREDIT CARD	-	0.5	0.5	0.4	0.1	0.0	-	0.5
PSNY EXTERIOR CANOPY ENTRANCE DSN-BRAND	5.8	-	5.8	5.2	0.3	0.2	-	5.8
CALL CENTER TECHNOLOGY EFFICI	1.0	-	1.0	0.8	0.2	0.0	-	1.0
CORPORATE FORMS SMART-WEBFORM INITIATIVE	0.1	-	0.1	0.1	0.0	0.0	-	0.1
Operations Foundation	**44.7**	**-**	**44.7**	**34.0**	**9.3**	**1.5**	**-**	**44.7**
Operations Foundation	44.7	-	44.7	34.0	9.3	1.5	-	44.7
Total	**$1,670.8**	**$888.6**	**$2,559.4**	**$1,794.2**	**$365.6**	**$302.8**	**$96.8**	**$2,559.4**
Federal Discretionary Grant Programs (Authorized by FAST Act)	(263.7)							
NEC Commuter Match (excl Gateway)	(134.4)							
State Contributions to Equipment Capital (PRIIA 209)	(65.2)							
Commuter payments (PRIIA 212)	(143.2)							
Amtrak Operating Profits - NEC	(276.0)							
Amtrak Operating Profits -Infrastructure & Investment Development	(83.0)							
General Capital	**$705.4**							

FY 2016 CAPITAL PROGRAM DESCRIPTIONS

Infrastructure Renewal Projects

State of Good Repair Base

Bridges, Culverts and Tunnels

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

Signal and Communications Systems

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

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

Electric Traction

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

Track

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

Examples of work performed under this program include the installation of timber underneath turnouts in yards and block tie replacement at specific locations.

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

Major Projects

Major Bridge Special Projects

Address major bridges currently not in a state of good repair for improved train performance, eliminating slow orders that Amtrak must impose when bridge components fail and disrupt the train traffic. Continuous maintenance costs due to temporary repairs will also be avoided. While some of the major bridges can be brought to a state of good repair through selective component replacement, most will require complete replacement.

Special Programs

New Jersey High-Speed Rail Improvement Program

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

Safety and Mandates

Safety and Security

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

Life Safety – CETC NY SCADA Phase II Project

The SCADA Phase 2.0 system will better integrate and update hardware and software of the Long Island City and 1st Avenue ventilation equipment and the tunnel standpipe systems.

The system also integrates various control systems into one application accessible from Penn Station, adds monitoring of the floodgates, compressed air, the Empire Line overbuild ventilation systems, and CCTV monitoring on a separate server and software package.

Life Safety – Miscellaneous Design & Construction Project

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

Positive Train Control

Positive Train Control (PTC) is an information and communication system that improves traditional collision prevention measures and adds an entirely new layer of automated protection by enforcing permanent and temporary speed restrictions. On January 15, 2010 the FRA issued its PTC Rule which, pursuant to the Rail Safety Improvement Act of 2008, requires Class I railroads (on lines where toxic materials are hauled) and each railroad hosting intercity or commuter rail passenger service to have a PTC system installed and operating by December 31, 2015 on their main lines. In October, 2015 legislation was signed to extend the compliance deadline to December 31, 2018. A main line is defined as having 5 million or more gross tons of railroad traffic per year, or used for regularly scheduled intercity or commuter rail passenger service. The PTC Rule provides for exceptions to PTC requirements, which are subject to FRA approval, on rail lines hosting passenger trains on which freight traffic volumes, and the number of passenger trains operated, do not exceed limits specified in the rule.

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

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

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

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

Support Equipment and Vehicles

Track Equipment

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

Stations and Facilities

State of Good Repair Base

Maintenance of Equipment Facilities

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

Station Upgrades

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

Maintenance of Way Base

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

Transportation Department Facilities

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

Washington Union Terminal

- **SOGR Passenger Concourse and Facilities Phase I** - focuses on state of good repair and initiates 100% design and construction documents for the first round of the Passenger Concourse reconstruction including tasks such as the provision for adequate egress capacity including corridors, stairs, and doors to meet the large passenger loads that have developed over recent years.

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

Major Projects

Ivy City Master Plan

Amtrak plans to significantly increase high speed train frequency between New York and Washington in 2020. This will require additional high speed service & inspection tracks as well as additional crew quarters and material storage. The recently completed Union Station Master Plan did not include a detailed analysis of Ivy City.

King Street Facility Construction

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

Moynihan Station Construction

The first phase of the project is the expansion of the West End concourse, which will be followed by the installation of fan plants over E and C Yards and the expansion of the 33rd Street Connector.

Sunnyside Yard New Mechanical Facility

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

Branford – Guilford Connecticut Station Improvements

Funded by the State of Connecticut the scope includes the construction of a new north-side high-level platform and pedestrian bridge that will connect to the existing south-side

platform at the Branford Railroad Station and the construction of an extension of the existing north-side high-level platform at the Guilford Railroad Station.

High Speed Facility

Replacement and major overhaul of plant structures, machinery, equipment and improvements to the premises of the three high speed rail facilities to support operations and improve the ability to maintain the Acela fleet in a state-of-good-repair.

Safety and Mandates

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

- Installation of Security facilities and equipment along the right-of-way, at stations and at critical locations
- Design of the new Middletown, PA Station facilities funded by the Pennsylvania Department of Transportation
- Improvements to Exton, PA Station on Amtrak's Harrisburg Line funded by SEPTA
- Development of emergency operation plans and integrated evacuation plans

Improvements

Energy Efficiency

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

Hardware Upgrades

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

Infrastructure Protection

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

Planning and Assessments

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

Exercises

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

Station Improvements

Improvements to stations include restroom renovations, escalator replacements, replacement of support equipment and other interior improvements.

Maintenance of Equipment Facilities

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

Maintenance of Way Base

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

Transportation Department Facilities

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

Amtrak Support

Safety & Security

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

NEC Master Planning

MARC Joint Benefit

Maryland Transit Administration will fund $7.0M annually for capital projects that benefit both Amtrak intercity passenger service and MARC commuter service. Actual projects are determined on an annual basis.

Baltimore Station Area Infrastructure Improvements

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

Transmission Line Concept Design

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

Clinton Interlocking Design

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

New York Penn Station

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

New Carrolton Station

This project will provide additional track and platform capacity at New Carrollton, including realignment of existing freight track, new gauntlet track, and new northbound side platform.

Support Equipment and Vehicles

Communications & Situational Awareness

This is a DHS funded program and will increase the capacity for Amtrak to detect, prevent and respond to security threats by providing resources such as interoperable communications equipment, analytic CCTV systems for surveillance and alarm monitoring, and various technical solutions. These investments will increase situational awareness and capacity to monitor areas in and around various Amtrak facilities.

Equipment and Security Operations

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

Fleet Overhauls

Amfleet Overhauls

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications

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

Acela Overhauls

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

Superliners

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

Locomotive Overhauls and Life Cycle Maintenance Program

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

Horizon

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

Surfliner Programs

Funding for the various levels of overhauls that range from mandatory maintenance to complete equipment overhauls, reconfigurations and conversions of equipment, and modifications required by statutes and the FRA. Configurations include business class, coach and cab cars. These passenger car programs will enable Amtrak to maintain equipment in a state of good

repair, to return the assets to current Amtrak standards, improve reliability and availability of equipment, enhance overall customer experience, comply with applicable Federal regulations and mitigate equipment failures which result in customer discomfort and inconvenience.

Viewliner I Programs

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

General Safety and Reliability

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

Mandatory Revisions

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

Talgo Programs

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

Wrecks

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

Technology Systems

Software & Hardware

Customer Experience Programs

The Customer Experience Programs interact with Amtrak's reservation systems to deliver customer-facing functionality through our distribution channels. In FY2016 - FY2020, the Customer Experience Program will modernize the interface to the reservations system which will improve customer service capabilities for call center and station ticket agents; enable access to "Fare Family" functionality in all distribution channels, thereby allowing customers to select from products and fare choices that best suit their needs; and allow all distribution channels to access customer profile information from the reservations system, which will provide customers more personalized travel options.

eTicketing

The initial phase of eTicketing was launched on July 30, 2012. This solution delivers "print anywhere" capability to approximately 90% of Amtrak customers. Customers now have the ability to purchase and print tickets at home, or to be paperless by using a smartphone application, greatly simplifying the customer ticketing process. Furthermore, conductors and accounting personnel no longer have to use paper tickets to capture revenue, and conductors have access to real-time passenger information and greatly improved passenger manifest lists. The technology also enables on-board conductors to electronically report equipment issues to facilitate proper maintenance. The eTicketing solution has proven to be very successful with conductors and customers alike. The FY2016 eTicketing program will focus on extending the complete eTicketing solution to Amtrak's intermodal partners (e.g. bus, airline, etc.) as well as adding enhancements for conductors, customers and state partners through the addition of enhanced reporting and accounting controls. The eTicketing Expansion project will eliminate the use of paper value tickets and greatly reduce the number of paper certificates and vouchers. This will enable Amtrak to realize increased cost efficiencies and an improved customer experience by allowing all to enjoy the benefits of eTicketing. This project includes the purchase of replacements for aged mobile devices.

National Passenger Information Systems (OPIS)

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

Revenue Management System (RMS)

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

Marketing eCRM Platform Upgrade

Due to IBM's product discontinuation Amtrak will not be able to perform email and online eCommerce marketing using existing systems. This project will complete the software and data integration of the Digital Marketing Center (DMC) Email platform and the Web Site Personalization (WSP) platform to support targeted and customized messaging to visitors on Amtrak.com.

Human Emulation Technology

This technology allows users to ask an automated system to answer questions and provide issue resolution. It engages users through natural language dialogue, and has intelligence to understand a question and determine the correct answer with a high degree of accuracy. Provides enhanced customer experience via natural language processing, advanced computing, intuitive knowledge bases, and state of the art user interface technology. Assists and guides customers towards resolution of their specific issues in an efficient and engaging manner.

Credit Card System Upgrade

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

Amtrak Foundation

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

Enterprise Resource Planning (ERP) Foundation

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

Mechanical Technology

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

Next Generation Reservations System

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

IT Strategic Technology Program

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

Mobile Applications Enhancements

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

Amtrak.com

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

Cyber Information Security

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

Engineering Technology

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

field and management personnel in the project management of the Engineering Capital Program.

Customer Service

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

Operation Business Application Improvement

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

Operations Foundation

Operations Foundation Program

This is a multi-year program that first looks to build a consolidated framework and roadmap for the Operations department investments. This program will enable enterprise wide process change with fully integrated tools and accurate and accountable data repositories that are fully integrated and able to consolidate important operational data. The program will be implemented in a series of phases that are prioritized by the Operations Steering Committee and stakeholders. Projects will include: the integrated Labor Management System (iLMS) which will replace and enhance the existing Labor Management System, a service management system that integrates the timetable, equipment, crew and passengers across the planning time continuum, and the delivery of consolidated detailed reporting and analytical capabilities.

Hardware

Mobile Infrastructure Enhancements

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

IT Infrastructure

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

Wi-Fi Program Expansion

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

Mobile Application Enhancements

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

On Board Enhancements (OPIS)

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

Locomotive Monitoring and Fuel Management

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

Back Office Support

Call Centers

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

Gateway Program

The Gateway Program is a proposed set of strategic rail infrastructure improvements designed to improve current services and create new capacity that will allow the doubling of passenger trains running under the Hudson River. The program will increase track, tunnel, bridge, and station capacity, eventually creating four main line tracks between Newark, NJ, and Penn Station, New York, including a new, two-track Hudson River tunnel.

The program also includes updates to, and modernization of, existing infrastructure, such as the electrical system that supplies power to the roughly 450 weekday trains using this segment of the Northeast Corridor, and rebuilding and replacing the damaged components of the existing, century-old Hudson River tunnel, which was inundated with sea water during Super Storm Sandy. By eliminating the bottleneck in New York and creating additional tunnel, track, and station capacity in the most congested segment of the NEC, the Gateway Program will provide greater levels of service, increased redundancy, added reliability for shared operations, and additional capacity for the future increases in commuter and intercity rail service.

Project in progress or anticipated in FY16:

- **Gateway System Level Design Study** (18 mos.): This study, now underway, defines functionality and utility of the infrastructure built under the Gateway Program, including use by different operators. It is developing and evaluating minimum operating segments with independent utility. As part of this study, Amtrak is seeking to collaborate with NJ Transit, LIRR and Metro-North to assess and determine future service plans and Program functionality.
- **Gateway Program Development Study** (26 mos.): Started in May 2014, this study focuses on development of overall Program delivery and management, including implementation strategies partnerships, funding and financing, schedule, and risks.
- **Final Design and Construction of Hudson Yards Concrete Casing Extension**: Procurement of final design underway and NEPA review anticipated to be complete in FY2015.
- **Penn Station NY Train Capacity Modeling**: Train capacity modeling and service development plans, including evaluation of potential Metro-North service over Hell Gate Line and additional Empire Service.
- **Begin Preliminary Engineering and NEPA work on new Hudson River Tunnels:** Begin early engineering work and environmental reviews for new tunnels serving Penn Station under the Hudson River.
- **NY & NJ Real Estate Acquisition:** Begin Property Acquisition for Hudson Tunnel Project in the area of Allied Junction (Secaucus, NJ) to A Yard (Manhattan)
- **Preliminary Engineering of "Sawtooth" Bridges U.G. Bridge 7.80 (NJ Transit) and Bridge 7.96 (PATH):** Replacement of these seriously distressed bridges must take into account expansion from two to four tracks for the Gateway Program.
- **Harrison 4th Track l Design and Initiation:** Property has been acquired for a 4th track in Harrison. This project is necessary for creating a full four track Gateway Program alignment from Newark to Penn Station, NY.

- **Concept Design of Penn South Station Expansion:** Advancing concept design for Penn Station South and integrating it with the Penn Vision Study and Moynihan Phase II. Includes pedestrian analysis.

Projects planned over next 5 years:

- **Construction of Hudson Tunnels (Allied to A Yard) –** Following the NEPA and Preliminary Engineering phases of The Hudson Tunnel Project, begin D/B procurement, final design and construction of the project.
- **Renewal Program of NRT 1&2 –** Preliminary Engineering and Final Design for complete renewal of existing Hudson River Tubes (1&2)
- **Portal Bridge North –** Construction.
- **Sawtooth Bridge –** Construction.
- **Penn South Station** – Begin EIS, Preliminary Engineering and Property Acquisition.
- **Portal Bridge South and Secaucus South Improvement**: Begin Preliminary Engineering for new Portal Bridge South as well as the improvements necessary at Secaucus Station as a result of the additional capacity introduced by Portal Bridge South.
- **Highline Renewal, SOGR, Signal Upgrades (Dock to Bergen):** Begin Design.

Environmental Remediation Projects

Amtrak acquired many existing railroad facilities in 1976 that had significant environmental contamination from past practices by the prior railroad owners. As stricter pollution control laws were passed in the late 1970s and with passage of the Superfund Act in 1980, remediation processes and cleanup standards were set by Federal and state environmental agencies. Amtrak currently operates at several older facilities that have been identified as requiring environmental remediation.

- **Wilmington Facility Remediation** – Amtrak has signed a Voluntary Cleanup Agreement with the Delaware Department of Natural Resources and Environmental Control (DNREC) to remediate PCB and petroleum soil contamination at the Wilmington maintenance facility. We are awaiting approval of a revised South Yard RI/FFS Phase II plan that was submitted to DNREC and EPA Region III TSCA. Additional work includes sampling; field trials for sediment stabilization; sampling, demolition planning, and cleaning associated with Car Shop rebuild and pole barn construction; and TCE plume management.

- **Wilmington West Yard Remediation** – DNREC performed an investigation of the Wilmington West Yard as part of a regional study in November 2001. Low levels of contaminants were found throughout the site from Mill Creek (southern end) to Beech Street (northern border). Amtrak entered this site into the DNREC Voluntary Cleanup Program in November 2013. A draft Remedial Investigation Plan was submitted to DNREC in early FY15 and site work in support of the RI plan is pending final DNREC approval. The Army Corps of Engineers compliance group identified potential wetlands violations for illegal fill/encroachment and visited the site several times in late FY13. The wetlands

restoration work was completed and approved by ACE in Jan 2015. Final approval of the wetlands site work including final approval of jurisdictional boundary with ACOE should be completed in FY16-Q1.

- **Sunnyside Yard Oil/PCB Remediation** - By order of the New York State Department of Environmental Conservation, Amtrak and NJ Transit are involved in a multi-year effort to remove PCB-contaminated soil and clean-up of ground water at New York's Sunnyside Yard. A Dual Phase Vacuum Extraction system has been operating to recover oil, and will be supplemented by soil excavation and disposal to remediate remaining contaminants. Excavation work is commencing in 2016.

- **Sunnyside Yard Asbestos Wrap Abatement** - The utility trenches at Sunnyside Yard where NJ Transit trains are stored have old steam lines with asbestos wrap on them. The steam lines are no longer in service. Prior to the new water service pipes being installed in these trenches, the old pipes and trenches need to be abated of asbestos.

- **New Brunswick/County Yard Environmental Remediation** - Commuter yard in New Brunswick, NJ is owned by Amtrak but has never been operated by Amtrak; rather NJ Transit operates the facility under an operating agreement for commuter operations. The State of New Jersey has been notified of PCB contamination at the site and directed remediation. As owner Amtrak is responsible for ensuring remediation.

- **Trenton/East Barracks Yard Remediation** - Commuter yard in Trenton, NJ is owned by Amtrak but has never been operated by Amtrak; rather NJ Transit operates the facility under an operating agreement for commuter operations. The State of New Jersey has been notified of PCB contamination at the site and directed remediation. As owner Amtrak is responsible for ensuring remediation.

- **Penn Station Track Remediation** - Mandatory multi-year project to properly disposing of soil contaminated with Polychlorinated Biphenyls (PCBs) soil during track work. Extensive PCB contamination exists at Penn Station and remediation has occurred since 2003. Work schedule is dependent upon Engineering's plans for track work each year.

- **Cedar Hill Remediation** – Maintenance of Way facility in Connecticut has PCB soil contamination soil that must be remediated by direction of the Connecticut Department of Environmental Protection. In addition to MofW sampling, Amtrak's Environmental Engineering consultant Stantec also developed a work plan to collect soil samples on the adjacent CSX-owned property to determine whether the PCB contamination extends offsite. Amtrak will seek authorization from CSX to conduct soil sampling on its adjacent property in accordance with that plan. Based on the findings of the high-density soil sampling and any sampling performed on CSX property, Stantec will develop a comprehensive remedial action plan that is expected to be submitted to DEEP and EPA in FY16.

- **Hialeah FL PAHS Remediation** - During construction activities in Hialeah Yard, FL, soil contamination (polyaromatic hydrocarbons) was discovered by the contractor. Amtrak

must continue remedial investigations as required by Miami-Dade Department of Regulatory and Economic Resources. A Site Assessment Report (SAR) is pending completion and submission/approval by Miami DERM. The SAR is anticipated to require some limited remediation. A new consultant (AECOM) has been brought onboard to address reporting activities. Interface with the Florida Department of Transportation (FDOT) in FY16 for agreement upon path forward.

- **Seattle Lead Contamination** – The purpose of this project is to investigate and remediate lead-contaminated soil at the Seattle Maintenance Facility in Seattle, Washington. Extensive construction has been ongoing at the Seattle Maintenance Facility since 2010. During the 2015 soil investigation to support soil management planning for Phases 3 and 4 of the construction, lead contamination was discovered and reported to the Washington State Department of Ecology (Ecology). Ecology has followed Amtrak's initial release report with a request for the analytical reports, and it is expected that Ecology will require the additional investigation and reporting. Additionally, the project will provide better documentation of lead contamination and other contaminants encountered during other, previous construction projects (e.g., Phases 1/2) to facilitate proper management of contaminated soils.

- **Future Remediation** – The project serves as a place holder for remediation projects that are not yet identified at the individual site level. Amtrak may become aware of a liability due to visible signs of contamination, from property transfer due diligence, or Amtrak may receive notification from the EPA or state regulatory agency stating that Amtrak may be liable for environmental remediation costs (an "Administrative Order").

Environmental Risk Reduction Projects

This capital program is designed to meet mandatory pollution control or prevention requirements set by U.S. Environmental Protection (EPA) and state or local environmental laws and regulations. These requirements apply at Amtrak facilities which: store or handle hazardous materials or hazardous waste; release storm water or waste water to the environment or to publicly owned sewer systems, or require air controls or permits.

- **Wilmington Maintenance Facility Stormwater System Upgrade** – This project is mandatory based on requirements of the City of Wilmington for wastewater discharge. Currently storm water from the Locomotive Yard is conveyed either directly to Outfall 002 or to the Industrial Wastewater pretreatment system. The yard collection system needs to be reconfigured so that drainage of the yard, yard pits, and containment areas (fueling pad, offloading pad) flow through an oil/water separator and then discharges to Outfall 002.

- **Beech Grove Facility Wastewater Treatment System Upgrades** – This project replaces and upgrades the existing wastewater treatment system that is 60 years old and which has the potential to contaminate ground water. Once results of sewer line mapping and flow characterization are in, the sewer lining project can be completed and designs to refurbish the wastewater treatment system can be created.

- **Asbestos, Lead Paint and Mold Abatements** - Multi-year initiative to remove or remediate asbestos, mold and lead paint as encountered during construction projects throughout Amtrak facilities. This project is expected to be ongoing for multiple years in the future.

- **Los Angeles Facility Wastewater Treatment System Upgrades** - Covers the potential elimination or reduction in use of 80 year old wastewater treatment ponds at Los Angeles Yards that have considerable potential for non-compliant discharges. This project anticipates design of subsurface storm water diversion features and construction of storm water diversion devices such as containment curbs, canopies or other enclosures in order to eliminate prohibited discharge of storm water into wastewater system.

- **Midway, CT Storm Water Treatment System** – This project will involve the design and installation of a storm water treatment system capable of preventing a release of fuel or oil from reaching the nearby Poquonock River.

- **Amtrak Train Onboard Recycling Receptacles** – This project, covering installation of permanent recycling containers on Amtrak equipment, is designed to address multiple issues related to trash and recycling on our trains.

- **Lancaster, PA Station Mail Tunnel Groundwater Infiltration Upgrades** – Upgrades to Lancaster, PA Station Mail Tunnel to prevent groundwater infiltration resulting in remediation.

- **New Orleans DAF Upgrades** - The existing wastewater treatment system (Dissolved Air Flotation) is nearly 30 years old and replacement parts can no longer be obtained. Therefore, the wastewater treatment system must be replaced. The initial design was received in September 2015 and a final design is expected in January 2016, with construction in future years.

- **New Orleans Fueling Facility Upgrades** - This project involves upgrading two areas at the facility with the potential for significant contamination. The areas are the fueling area and the used oil tank, including associated 500 feet of underground line. The fueling area currently has fiberglass pans for containment. These pans are worn and cracked and are often shift out of place, leading to leaks and spills onto the ballast. We will also design and construct a concrete secondary containment system with roofing for the fueling area. Designs for the fueling station are about 60% complete and construction is expected to begin in FY 2016.

- **Prevention of Groundwater Contamination** - Amtrak has a number of above and underground storage tanks used mostly for petroleum storage across the country of various sizes and ages. Several have deteriorated or are approaching the end of their useful lives and will need significant upgrade or replacement. This project is for removal and replacement of these deteriorating underground storage tanks.

- **Sanford, FL Storm Water System Upgrade** - Several sections of the storm water system at Sanford, FL may have collapsed and are currently allowing the inflow of groundwater. This creates a higher potential for contamination. This project covers the investigation, design

and replacement of deteriorated storm water system at Sanford, FL Facility. Project is currently scheduled to begin in FY18 to allow for scope development and facility coordination

- **Sanford FL Wastewater System Upgrade** - The existing oil/water separator is unable to handle and properly treat wastewater being generated in the diesel shop, which has resulted in violation notices from the City of Sanford. Additionally, wastewater volume is anticipated to double under the SunRail contract. This project includes design and construction of an appropriate and properly sized wastewater treatment system for the facility. The Treatment Building is complete, but the project has been delayed and had cost overruns due to rerouting of force main due to future work and storage tracks at Sanford facility.

- **Oakland Storm Water Treatment System** - This project covers design and installation of a storm water treatment system capable of preventing a significant diesel or oil release into a storm water discharge system. Tankers fill bulk engine oil aboveground storage tanks adjacent to several storm water inlets. As the Oakland Maintenance Facility is very close to the sensitive ecological, and recreational uses of the San Francisco Bay, we are contemplating additional protections in the form of an in-line oil water separator to prevent spills from reaching the San Francisco Bay. Project has been designed and construction is targeted for later in FY16 or early FY17.

- **Penn Coach Yard (Philadelphia) Fueling Site Spill Prevention** – The project covers the installation of a fueling system that properly protects the surrounding environment, meets industry standards and tracks fuel usage more precisely. The current fueling system is over 50 years old and is inefficient and ineffective. This upgrade of the fueling system will prevent spills from reaching the ground, as well as provide better control of fuel dispensing and management. Federal, state and local laws require that spills be captured. This project includes reviewing and revising the previous design to integrate the project into the PCY remediation project. This will likely involve some soil borings and sampling, as well as design activities. Our goal is to complete design review and procurement in FY16, with construction occurring in FY17.

- **Sunnyside Yard Wastewater System Upgrade** – This project covers the design and construction of a new wastewater system to consolidate and treat wastewater generated at the Sunnyside Yard Conventional Mechanical Facilities. The wastewater treatment system in the Diesel Shop is presently not operational and needs to be replaced. In order to discharge to the New York City sewer system, a treatment system needs to be constructed.

- **Future Pollution Prevention** – This project serves as a place holder for pollution prevention projects (pollution control systems, tank upgrades, etc.) that are not yet identified at the individual site level. These can be replacements/upgrades of systems that have reached their useful life.

Rolling Stock Acquisitions

New Electric Locomotives

All of the seventy new electric locomotives being manufactured by Siemens are expected to be received by the end of 2016. The new locomotives allow Amtrak to retire the existing electric locomotive fleet and standardize the fleet to include only the new Siemens units and the Acela power cars. This purchase is being funded by a Railroad Rehabilitation and Improvement Financing (RRIF) loan and will be repaid by Amtrak out of fare box receipts.

Long Distance Single Level Equipment

Completing the acquisition of 130 single level long distance passenger cars pursuant to a contract entered into with CAF USA in August 2010. The total project cost will be $342.8 million. The payment for acquisition of these cars and related spare parts is being requested as part of the Federal capital appropriation request.

Switcher Locomotives

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