PRIIA Section 210
FY12 Performance Improvement Plan

Auto Train
City of New Orleans
Coast Starlight
Empire Builder
Southwest Chief

Photo: Mark Llanuza
The *City of New Orleans* in Kankakee, Illinois

September 2012

Fiscal Year 2012 Performance Improvement Plans for Five Long-distance Passenger Train Routes:

- *Auto Train*
- *City of New Orleans*
- *Coast Starlight*
- *Empire Builder*
- *Southwest Chief*

PRIIA Section 210 Report for FY 2012

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Executive Summary

In accordance with Section 210 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA), Amtrak has developed and commenced implementation of the plan described in this report to improve the performance of five of its long-distance routes: *Auto Train*, the *City of New Orleans*, the *Coast Starlight*, the *Southwest Chief*, and the *Empire Builder*.

Amtrak has 15 long-distance routes, which are defined in PRIIA as routes that are greater than 750 miles between endpoints. Section 210 of PRIIA directs Amtrak to publish and begin implementation of Performance Improvement Plans for each long-distance route, beginning in fiscal year 2010 with the routes that were in the lowest third of the routes; addressing the middle third of the routes in fiscal year 2011; and finishing with the top third of the routes in fiscal year 2012. Amtrak ranked the routes based upon fiscal year 2008 performance as required by PRIIA, using a composite index score that was equally weighted among the scores of the routes for the Customer Satisfaction Index (CSI), on-time performance (OTP), and cost recovery (CR). The resulting ranking is shown in the table below.

			CSI	OTP	CR	Avg.
FY12	Top Third	Auto Train	84%	82%	88%	84%
		Empire Builder	82%	69%	66%	72%
		Southwest Chief	79%	65%	53%	66%
		City of New Orleans	78%	62%	53%	65%
		Coast Starlight	79%	61%	49%	63%
FY11	Middle Third	Silver Meteor	74%	66%	49%	63%
		Crescent	76%	67%	46%	63%
		Palmetto	72%	52%	61%	62%
		Lake Shore Ltd.	70%	58%	44%	57%
		Silver Star	75%	45%	43%	54%
FY10	Bottom Third	Capitol Ltd.	77%	33%	48%	53%
		California Zephyr	77%	30%	45%	51%
		Texas Eagle	70%	18%	46%	44%
		Cardinal	66%	31%	35%	44%
		Sunset Ltd.	75%	27%	24%	42%

EXECUTIVE SUMMARY

In 2010 and again in 2011, Amtrak published Performance Improvement Plans for the first 10 routes in the lowest and middle tiers. This report describes Amtrak's plans to improve the five routes in the highest tier of performance. These five routes generally are ranked near or at the top of the long distance category when considering either Customer Satisfaction or financial performance. All use Superliner (bi-level) equipment. The routes and their endpoints are:

- The *Auto Train* Lorton to Sanford
- The *City of New Orleans* New Orleans to Chicago
- The *Coast Starlight* Los Angeles to Seattle
- The *Empire Builder* Chicago to Seattle/Portland
- The *Southwest Chief* Los Angeles to Chicago

Amtrak has developed, and intends to pursue, specific proposed changes to the operation of each route that are designed to increase ridership and revenue, reduce operating costs, and/or improve on-time performance and customer satisfaction. At the same time, Amtrak is also making changes at the system level for these routes to improve their performance.

Amtrak examined dozens of alternative modal, schedule and route options for these long-distance trains to evaluate options for improving performance and network connectivity. Those changes that worsened financial performance and/or did not produce ridership, revenue or other benefits were dropped from consideration. The report also identifies several proposals that appear to have the potential to improve performance but are not implementable at this time due to capital requirements, equipment limitations, or other impediments.

Route-Specific Performance Improvement Initiatives

Auto Train Initiatives

Implement a program called "Priority Offloading": Amtrak believes that there is a certain population that would pay extra to ensure their automobile is offloaded quickly, as one of the first 20 vehicles. This priority offloading would be an extra $50 fee as part of a guarantee to have

your vehicle as one of the first 20 vehicles offloaded. Annual estimate of additional revenue is between $400,000 and $600,000, with minimal incremental cost.

Eliminate smoking on-board the train: Auto Train is currently the only train in the Amtrak system that allows smoking, and the negative impact on customer service quality is significant. The lounges in which smoking takes place require special filters and even with this additional expense, all of the customers notice the lingering aroma of cigarette smoke in the upstairs portion of the car, which cannot be fully eliminated. Eliminating smoking would not only be a health benefit, but would allow us to use these lounges for other customer-friendly services.

Add DVD kiosk service at Lorton and Sanford: The current service level provides movies in the lounge car, although the customer benefit is minimal due to limited on-board movie choices and interference with those passengers that wish to play games, socialize, or do work. DVD kiosks located at Lorton and Sanford would allow our customers to rent videos at a nominal charge and enjoy this service at their seat or in their room, on their own devices. Implementing this service is dependent on a successful implementation of a pilot partnership at New York, Philadelphia, and Washington station scheduled for early 2013.

Increase total consist size: Other major initiatives for Auto Train are dependent on our ability to find a successful method to increase the current capacity limitation from 50 cars to a higher maximum of at least 55-57 cars. Without achieving this critical requirement, opportunities for growth in ridership and revenue are significantly limited.

City Of New Orleans Initiatives

Add station stop at Marks, Mississippi. This stop would serve nearby University of Mississippi in Oxford, MS, and casinos in Tunica Resorts, MS.

Add Thruway bus service Jackson-Meridian, and Jackson-Vicksburg. The first of these would provide interconnectivity between two Amtrak routes (the *City of New Orleans* and the *Crescent*) while the second would open a new market for Amtrak travelers.

Coast Starlight Initiatives

Convert the "Arcade car" space on the lower level of a coach to Business Class service. Each consist of the Coast Starlight carries one coach with the lower level providing video games. This service has been offered for approximately 4 years and has never been very popular, due to a combination of equipment reliability problems and the growing number of customers who travel with their own entertainment systems. Amtrak proposed to convert this area to a Business class service, providing a new tier of service for up to 12 passengers. This service can be offered without an increase in staffing, and will generate in excess of $1.1mm annually in new revenue.

Empire Builder Initiatives

Establish international Thruway bus service between Grand Forks and Winnipeg (Manitoba). This new connecting service will provide our customers with the opportunity to utilize both the *Empire Builder* and two of VIA rail's major long distance routes (the *Canadian* and Churchill Service) for multiple Western itineraries.

Southwest Chief Initiatives

Establish a Thruway bus service Newton-Wichita-Oklahoma City. An analysis of ridership and demand on this route revealed unused capacity in the central Kansas portion of the route, allowing for the development of an expanded ridership opportunity with connecting bus service to major cities that are south of the actual route of this train. In addition to the train to bus and bus to train incremental ridership increases, this bus route also establishes direct connections between two Amtrak routes (the *Southwest Chief* and the *Heartland Flyer*).

Establish new palletized express service between Chicago and Los Angeles, utilizing available space in the existing baggage car. Even during the peak summer travel period, the baggage car on this train does not utilize all of the available space, and we can take advantage of this opportunity by providing dedicated space to a freight forwarder for palletized shipments between the endpoints of this route.

Initiatives Common to All Routes:

There are two major initiatives currently being developed which would have a significant financial benefit not only for 4 of the 5 trains in this year's Performance Improvement plans, but would also provide a significant benefit for up to 8 of the other long distance routes evaluated earlier in the PRIIA 210 process. These initiatives are:

- **Modify the seat pitch on Superliner Coaches** from 50-52 inches to 46-48 inches, allowing for 4 or 6 additional seats in each coach, with an estimated annual benefit of $1.8m The slightly smaller seat pitch (or distance between seats) would have no discernible impact on customer satisfaction and actually would improve a customer's ability to use the fold down table, which is difficult with the current pitch.
- **Modify the current Superliner Transition Sleeping Car** interior to increase the number of sleeping car rooms available for sale by 10. The current design of these cars includes 15 roomettes on the upper level, with a lounge area and restrooms on the lower level. On all trains which feature this car, 8-11 rooms are reserved for on-board crew use, and up to 4 rooms are offered for sale to the public. Other rooms can be reserved for employee business travel or Conductor/Chief use. This retrofit would re-locate the Conductor's space to the former Chief's Room upstairs, and convert the downstairs, largely unused area, into a fully functional sleeping area with an additional four roomettes, Family Bedroom, and Accessible Bedroom. The re-design, which would require major capital expenditures, would greatly improve both the customer service quality and revenue performance.

Additionally, Amtrak has successfully implemented the FY10 Initiative Service Excellence on the *California Zephyr*, and this important effort has resulted in improvements in two key areas-higher customer satisfaction scores (and lower personnel-related complaints), and a genuine example of employee engagement and empowerment that can address and correct problem areas quickly and effectively within this new structure. It is our intention to expand this initiative to all long distance routes, with the initial expansion being to two of the five long distance routes in this year's plan, the *Southwest Chief* and the *Empire Builder*.

Forecasted Impacts

Taken together, the initiatives discussed above are forecasted to have the following impacts on annual ridership, revenue, costs, and net finances.

Initiative	Incremental Riders (000s)	Incremental Revenue ($m)	Incremental Net Cost ($m)	Incremental Net Benefit ($m)
Auto Train				
Priority Auto Offloading	0.0	$0.4	$0.0	$0.4
***Auto Train* Total**	**0.0**	**$0.4**	**$0.0**	**$0.4**
City of New Orleans				
Add stop at Marks, MS	TBD	TBD	TBD	TBD
Thruway Bus Additions	4.5	$0.7	$0.7	$0.0
***City of New Orleans* Total**	**4.5**	**$0.7**	**$0.7**	**$0.0**
Coast Starlight				
Add Business Class Service	14.4	$1.5	$0.3	$1.2
Metropolitan Lounge Conversion	0.0	$0.0	$(0.1)	$0.1
***Coast Starlight* Total**	**14.4**	**$1.5**	**$0.2**	**$1.3**
Empire Builder				
Canada Thruway Bus	10.4	$1.2	$0.5	$0.7
***Empire Builder* Total**	**10.4**	**$1.2**	**$0.5**	**$0.7**
Southwest Chief				
Thruway Bus Addition	18.0	$1.8	$1.4	$0.4
Limited Pallet Express	-	$0.3	-	$0.3
***Southwest Chief* Total**	**18.0**	**$2.1**	**$1.4**	**$0.7**
All Routes				
Add Superliner Coach Capacity	**-**	**$2.1**	**$0.3**	**$1.8**
Total	**47.3**	**$8.0**	**$3.1**	**$4.9**

EXECUTIVE SUMMARY

The proposals are expected to have the following impacts on the metrics established under PRIIA Section 207:

	Auto Train			City of New Orleans			Coast Starlight			Empire Builder			Southwest Chief		
	Existing	Proposed	Change	Existing	Proposed	Change	Existing	Proposed	Change	Existing	Proposed	Change	Existing	Proposed	Change
Financial Results															
Passenger Related Revenue ($millions)	$70.2	$70.6	$0.4	$18.9	$19.6	$0.7	$44.5	$46.0	$1.5	$57.9	$59.1	$1.2	$48.2	$50.3	$2.1
Fully Allocated Expenses ($millions)	$98.5	$98.5	$0.0	$40.7	$41.4	$0.7	$95.1	$95.3	$0.2	$109.0	$109.5	$0.5	$111.2	$112.6	$1.4
Net Revenue Minus Expenses ($millions)	($28.3)	($27.9)	$0.4	($21.8)	($21.8)	$0.0	($50.6)	($49.3)	$1.3	($51.1)	($50.4)	$0.7	($63.0)	($62.3)	$0.7
Selected PRIIA Section 207 Performance Measures															
Fully Allocated Cost Recovery (Revenue/Fully Allocated Operating Cost)	71.2%	71.6%	0.4%	46.5%	47.4%	0.9%	46.8%	48.3%	1.5%	53.1%	54.0%	0.9%	43.4%	44.7%	1.3%
Direct Cost Recovery (Revenue/Direct Operating Cost)	104.9%	105.5%	0.6%	72.5%	75.1%	2.7%	73.0%	75.3%	2.2%	80.8%	81.9%	1.1%	62.3%	63.8%	1.6%
Contribution (Loss)/Passenger Mile	($0.13)	($0.13)	$0.00	($0.20)	($0.19)	$0.01	($0.23)	($0.22)	$0.01	($0.16)	($0.15)	$0.00	($0.19)	($0.19)	$0.01
Passenger Miles/Train Mile	363.5	363.5	0.0	165.9	172.5	6.6	219.0	224.6	5.6	197.6	198.2	0.7	199.2	204.9	5.7

Legend for Shading: Better / Worse

Implementation Plan

Amtrak intends to pursue implementation of the initiatives described above as soon as practical. A number of the initiatives, such as the preliminary design work on the equipment modifications, have already begun.

However, it is important to emphasize that the implementation of many of the initiatives described in the plan and the timing of implementation is in many cases not entirely within Amtrak's control. Implementation of these initiatives and realization of the financial and ridership benefits which they are projected to produce is dependent upon successful resolution of potential impediments and, where Amtrak-funded expenditures for capital or implementation costs are required, upon adequate levels of Federal funding.

1 Introduction

In compliance with Section 210 of the Passenger Rail Investment and Improvement Act of 2008 (Division B of Pub. L. 110-432, also known as PRIIA), Amtrak has developed and commenced implementation of the plan described in this report to improve the performance of certain long-distance trains in accordance with the metrics and standards promulgated under Section 207 of the same act.

1.1 The Passenger Rail Investment and Improvement Act of 2008

PRIIA provides a framework for developing, funding, and improving intercity passenger rail service in the United States. Among the key provisions of PRIIA are two sections that require transforming the way that Amtrak manages and reports on its long-distance passenger rail services:

- Section 207 addresses the creation of metrics and standards for performance measurement for all Amtrak routes.
- Section 210 requires Amtrak to develop and implement plans to improve the performance of its long-distance routes (defined in Section 201(a) of PRIIA as routes greater than 750 miles long between endpoints).

1.2 Section 207 Service Quality Metrics

Section 207 of PRIIA, and the performance measurements developed by the Federal Railroad Administration (FRA) and Amtrak to implement its provisions, create a series of comprehensive new financial, operating, customer service, and service quality metrics with aggressive standards that Amtrak services are to achieve by fiscal year[1] 2014. Section 207 metrics cover:

Financial / Operating Metrics

- Cost Recovery
- Loss per Passenger Mile
- Passenger Miles per Train Mile

[1] Amtrak's fiscal year runs from October 1 through September 30.

On-Time Performance (OTP) and Train Delay Metrics

- Effective Speed
- Endpoint OTP
- All Stations OTP
- Host and Amtrak Train Delays

Customer Satisfaction Metrics

- Overall
- Personnel
- Communications
- On-Board
- Station
- Sleeping Car Experience

The complete set of metrics and standards established by the FRA and Amtrak is shown on the following page.

		Reported by	Standard	Comment
Financial/Operating				
	Short-term avoidable operating cost recovery	Route	Continuous Year Over Year Improvement on an 8 quarter moving average	Excludes capital charges Reported with and without State subsidey included in revenue
	Fully allocated operating cost recovery	Route		
	Long-term avoidable operating loss per passenger-mile	Route		
	Adjusted loss per passenger-mile	System		
	Passenger-miles per train-mile	Route		
On-Time Performance and Train Delays				
OTP *(All tests must be met to pass OTP standard)*				
	Change in "Effective Speed"	Route	Equal to or better than the average effective speed during FY08	Applies for each rolling four-quarter period.
	Endpoint OTP*	Route	*FY10* *FY14* *90%* *95%* *85%* *90%* *80%* *90%* *80%* *85%*	
	Acela			
	Other NEC routes			
	Other corridor routes			
	Long distance			
	All Stations OTP*	Route	*FY10* *FY14* *90%* *95%* *85%* *90%* *80%* *90%* *80%* *85%*	Begins FY12, but must be published immediately
	Acela			
	Other NEC routes			
	Other corridor routes			
	Long distance			
Train Delays - Off NEC				
	Amtrak-responsible delays per 10,000 train-miles	Route	325 minutes / 10,000 train-miles	
	Host-responsible delays per 10,000 train-miles	Route, Host	900 minutes / 10,000 train-miles	
Train Delays - On NEC Only				
	Acela	Route, Host	265 minutes / 10,000 train-miles	
	Other NEC routes		475 minutes / 10,000 train-miles	
Other Service Quality				
CSI - Percent of Passengers "Very Satisfied" with:			*FY10* *FY14*	
	Overall service	Route	80% 82% 90% tbd	
	Amtrak personnel			
	Information given			
	On-board comfort			
	On-board cleanliness			
	On-board food service			
	Overall station experience			future metric
	Overall sleeping car experience			
For Information Only				
	Equipment-caused service Interruptions / 10,000 train-miles	Route	- -	No standard proposed: Intended to reflect objectively the quality of mechanical maintenance as perceived by the passenger
	Passenger comment data by category / business line	Type of Route	- -	No standard proposed: Presented as supplementary information
Public Benefits				
	Connectivity: % of passengers connecting to/from other routes	Long Distance Route	- -	No standard possible, improvement could require network changes
	Availability of other modes: % of passengers-trips to/from underserved communities	Route, System	- -	No standard possible, improvement could require network changes
	Energy-saving and environmental measures	tbd	- -	Future

	"OTP *(Maximum Minutes of Delay for "On Time Arrival")*					
	Endpoint					All Stations
	<251 miles	251-350 miles	351-450 miles	451-550 miles	>551 miles	All Trip Lengths
All Routes, exc. Acela	10	15	20	25	30	15
Acela	10	na	na	10	na	10

1.3 Section 210 Performance Improvement Plans for Long-Distance Services

Section 210 of PRIIA requires Amtrak to plan and implement improvements to its long-distance services. Starting in FY 2010 with the five routes with the lowest metrics, Amtrak formed cross-departmental teams to explore every aspect of the routes' operations and to make recommendations in nine key areas as identified in PRIIA:

- On-time performance.
- Scheduling, frequency, routes, and stops.
- Feasibility of restructuring the route into connected corridor services.
- Performance-related equipment changes and capital improvements.
- On-board amenities and service including food, first class, and sleeping car service.
- State or other non-Federal financial contributions.
- Improving financial performance.
- Anticipated Federal funding of operating and capital costs.
- Other aspects of Amtrak's long-distance passenger rail routes that affect the financial, competitive, and functional performance of service on Amtrak's long-distance passenger rail routes.

Section 210 specifies fiscal year 2008 as the performance baseline for the routes, and directs Amtrak to prioritize planning and implementation of improvements by addressing the lowest performing routes first. Amtrak ranked the long-distance routes using a composite score, which is the average of the Customer Satisfaction Index (CSI), on-time performance (OTP), and cost recovery (CR) percentages. The following chart shows Amtrak's ranking of long-distance services for purposes of PRIIA Section 210. The dates at the left show the years in which Amtrak will release the Performance Improvement Plans.

			CSI	OTP	CR	Avg.
FY12	Top Third	Auto Train	84%	82%	88%	**84%**
		Empire Builder	82%	69%	66%	**72%**
		Southwest Chief	79%	65%	53%	**66%**
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		Palmetto	72%	52%	61%	**62%**
		Lake Shore Ltd.	70%	58%	44%	**57%**
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FY10	Bottom Third	Capitol Ltd.	77%	33%	48%	**53%**
		California Zephyr	77%	30%	45%	**51%**
		Texas Eagle	70%	18%	46%	**44%**
		Cardinal	66%	31%	35%	**44%**
		Sunset Ltd.	75%	27%	24%	**42%**

The program commenced in FY 2010, when Amtrak developed plans for the five routes with the lowest composite performance score (the bottom third). It continued during 2011 with the middle third of the routes, and was completed in 2012 with the top third of the routes. As specified by PRIIA, Amtrak is publishing the Performance Improvement Plans on its web site, and is beginning implementation of the plans during the fiscal years in which each is developed.

1.4 The Long-Distance Network of Routes

Section 201 of PRIIA classifies Amtrak routes that are longer than 750 miles between endpoints as "long-distance" routes. Amtrak operates 15 long-distance routes over an 18,500 mile network serving 39 states and the District of Columbia.

Some of the key facts about the long-distance network include:

- Long-distance trains are the only intercity passenger rail service in 23 states and 223 communities.
- During fiscal year 2011 long-distance trains carried over 4.5 million passengers. Those passengers rode 2.8 billion passenger miles — 43 percent of total Amtrak passenger miles.
- While long-distance trains provide an attractive option for vacation and recreational travel, the vast majority of passengers on the routes studied this year (with the exception

of the *Auto Train)* are making "purpose trips", i.e., trips to take care of personal business, visits to family and friends, or business/school-related travel.

- Long-distance ridership increased 21 percent, and ticket revenue 34 percent, from fiscal year 2006 to 2011, despite a major economic recession during that time.
- Ticket revenue from long-distance trains in fiscal year 2011 was $481 million.
- Some long-distance trains travel more than 2,400 miles, and pass through as many as 12 states and three time zones in a single run.
- The average long-distance passenger travels over 600 miles.
- Long-distance trains run primarily on tracks owned and maintained by private host freight railroads.

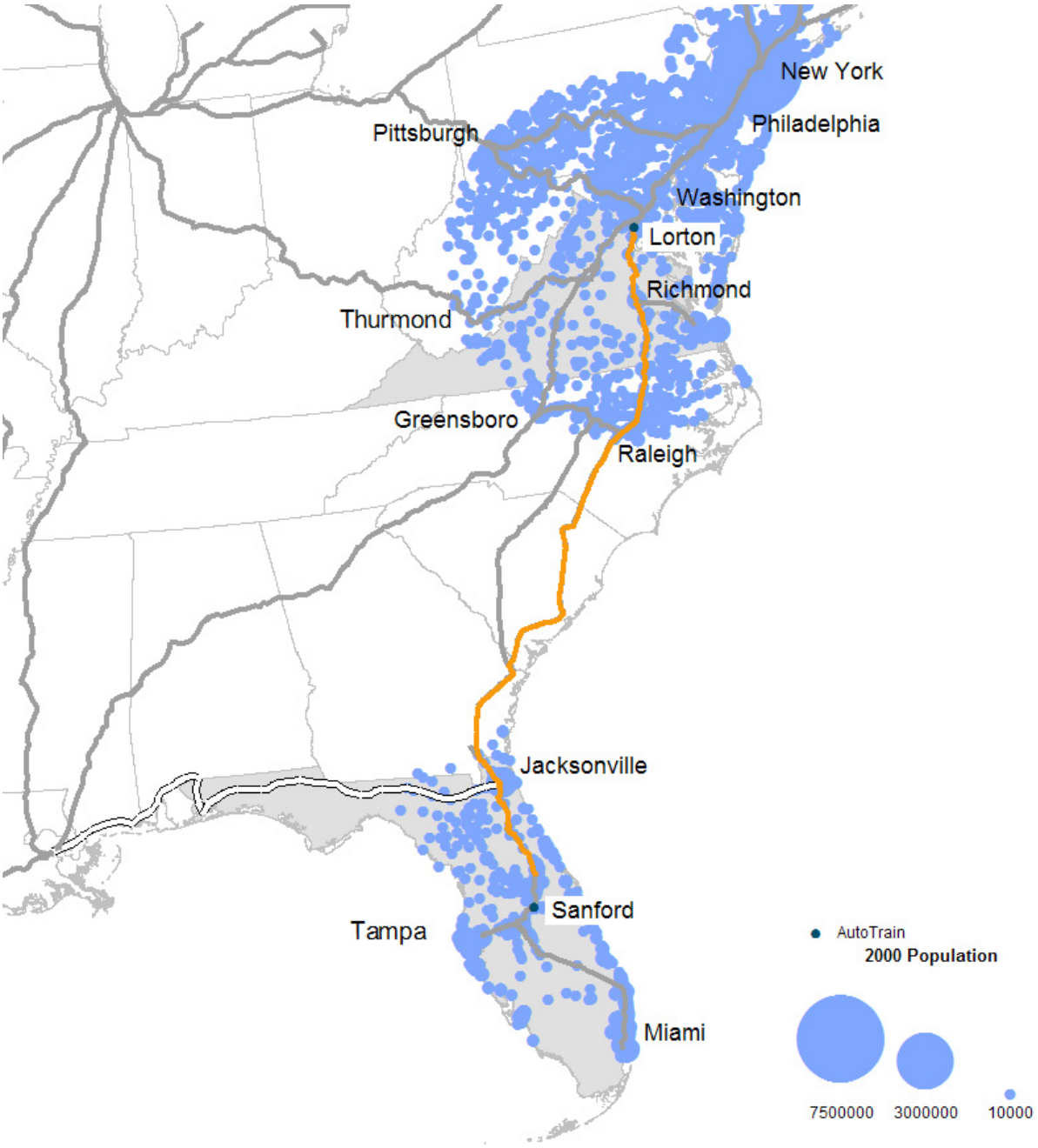
The national network of long-distance trains ties the nation together, reduces the costs attributable to other Amtrak routes due to sharing of facilities and services, and serves as a foundation for the growth of shorter distance high-speed and conventional intercity corridor trains.

Network effects from connectivity: In FY 2011 the four routes (*Auto Train* excluded) analyzed in this Performance Improvement Plan generated over 266,000 connections with other Amtrak routes. Connecting passengers accounted for $60.5 million in total revenue — $45.3 million on the four routes, and $15.2 million for other Amtrak routes.

2 Performance Improvement Plan for *Auto Train*

Auto Train is a unique Amtrak service, carrying both passengers and their vehicles between a suburb of Washington, DC (Lorton, VA) and suburb of Orlando, FL (Sanford). From 1971-1981, it was a private operation, and Amtrak took ownership of this service in October, 1983. It has, since the beginning, had the best financial performance of any long distance route, and generally enjoys its reputation as providing the highest level of customer service within the Amtrak system.

2.1 *Auto Train* Route Description



Population clusters served by the *Auto Train* route.

The route length is 855 miles, on an overnight schedule, and it operates exclusively on the CSX Railroad. Other unique characteristics of this train include:

- No station stops are made. Once all passengers and their vehicles are boarded, the train operates only with a crew change between the endpoints of the route.
- Meal service is included in the price of the ticket to all passengers, coach and sleeping car.
- It is the only Superliner train to feature select sleeping cars that have 10 Bedrooms in the upper level, while most cars have 5.
- It has a unique and innovative work rule agreement with labor, whereby on-board service employees work anywhere on the train they are needed, eliminating the restriction between crafts that is in place on other long distance routes.

The Auto Train operates with a normal peak season consist of 16 passenger cars, including a Crew Sleeper, 6 Superliner Sleeping Cars, Sleeper Lounge, Sleeper Diner, 4 Superliner Coaches, a Coach Lounge, and 2 Coach Diners. Additionally, the consist includes 20-30 Auto Racks that carry up to 10 vehicles each. The total consist is approximately 40-48 cars and is the longest regularly scheduled passenger train in North America.

Train 53 southbound, Lorton to Sanford
Train 52 northbound, Sanford to Lorton

	Oversized vehicles/motorcycles/trailers must arrive at station no later than	2 00P
Mile	Automobiles are not accepted after	3 00P
0	Auto Train departs boarding station	4 00P
855	Auto Train arrives at destination station	9 30A

Current *Auto Train* Schedule.

2.2 Auto Train Ridership Profile (FY 2011)

Amtrak has created the following profile of *Auto Train* ridership based on survey data and ridership statistics.

Annual Ridership (FY 2011)

Coach Passengers 149,802

Sleeper Passengers 110,142

Total 259,944

Average Travel Distance:

Coach/Sleeper Passengers.....860 miles

Passenger Miles .....222 million

Increasing Ridership: Ridership for FY 2012 is up by 1.6% over FY 2011 from October 2011 through September 2012.

Travel Markets:

The *Auto Train* primarily acts as a travel medium for seasonal and mid to long-term vacationers, and draws its ridership from many metropolitan areas, including:

- New York/New Jersey/Delaware/Pennsylvania/Maryland/Virginia area
- Southern and Central Florida

2.3 Summary of Key Issues to Address for *Auto Train*

The Performance Improvement Plan addresses these key concepts:

- Generating additional revenue through value added services.
- Improving business performance through a reduced operating schedule
- Improving the quality of on-board amenities
- Address the health and customer dissatisfaction issues associated with allowing smoking in certain parts of the train.
- Finding an operationally feasible way to increase the current consist over the 50 car limit, opening up revenue and ridership opportunities that can not be realized without higher capacity.

2.4 Current Metrics (PRIIA Sec. 207 scores)

Financial and Operating Metrics		
Metric	Current Standard	Score FY12 Q1
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Miles		364
On-Time Peformance and Train Delays		
Metric	Current Standard	Score FY12 Q1
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	1.7
Endpoint On-Time Performance	80%	90.8%
All-Stations On-Time Performance		94.0%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CSX	900 Minutes / 10,000 Train Miles	1,113
Amtrak-Responsible Delays	325 Minutes / 10,000 Train Miles	90
Train Delays - On Northeast Corridor	475 Minutes / 10,000 Train Miles	NA
Other Service Quality		
Metric	Current Standard	Score FY12 Q1
CSI- Percent of Customers "Very Satisfied" with:		
Overall Service	82	86
Amtrak Personnel	80	88
On-Board Comfort	80	70
On-Board Cleanliness	80	72
On-Board Food Service	80	78
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Suppplementary Information	0.25
Complaints oper 1,000 Passengers		
Food Related	For Information Only - Provided as Suppplementary Information	1.38
Train-Related		8.82

2.5 *Auto Train* Initiatives

Expanded Consist Size

The most significant impediment to improving ridership and revenue, along with financial performance, is the long-standing 50 car consist limit. Being able to operate trains that exceed this limit would immediately set in motion a plan to increase revenue by at least $2mm - $3mm per year, and would also allow us the opportunity to fully consider the possibility of a pet car on this train. Overcoming this situation would require successful resolution of two issues:

- At any consist level above 50 cars, there is an unacceptably high risk of HEP failure during the trip. HEP power for the train comes from one locomotive, and its capacity is at risk of being overloaded if the passenger consist exceeds 16 cars. A possible option is the development of a power car, which could support the HEP capability of the existing locomotive. The challenge with this issue is the cost of the car, and whether the operation of this power car would add costs that would mitigate the revenue benefit. We are continuing to evaluate this option, and a decision will not be made until sometime in FY13.
- The second issue is the ability of Amtrak to safely operate more than 50 cars as it relates to braking. Longer trains make it more difficult to send a signal to the rear cars to apply the brakes, and Amtrak's System Road Foreman has determined that a train length over 50 cars with traditional air brakes would not be a prudent approach. Amtrak is looking at various electronic braking systems that could address this issue, and hopes to test them during FY13.

Because of this limitation, our focus shifted to a series of customer service and added value revenue enhancements which will benefit overall performance.

Priority Off-loading

Currently customers who wait at the endpoints for their vehicles may receive it first, last, or anywhere in between. We have determined there is an opportunity to generate additional revenue by offering all customers the opportunity for an expedited receipt of their vehicle, through a priority process. Essentially, customers would pay a fee of $50 for this service and

would be guaranteed that their vehicle would be off-loaded as one of the first 20 automobiles. The annual revenue benefit of offering this service is estimated at $400,000 - $600,000, with minimal incremental costs.

Eliminate smoking on board

Auto Train is the only train in the Amtrak system that allows smoking, and it results in a number of adverse customer impacts. These include the constant challenge of trying to mitigate the smell of cigarette smoke with special filters, which do not fully address the problem. Additionally, smoking is allowed in two of the public lounges, essentially harming the attractiveness of these cars to non-smokers, who represent at least 85% of our customers on this train.

There are, of course, risks with changing this policy, including the possibility of reduced ridership from smokers who will not use our service if this policy is imposed on them. We note here that a similar argument was made from 1995 forward, when we imposed a restriction on smoking several trains at a time over a 5 year period. Ridership loss was never experienced, in part because if a small percentage of smoking customers might chose an alternative form of transportation, that loss was offset by customers whose experience was greatly improved by the healthier atmosphere.

Amtrak will develop an implementation plan to eliminate on-board smoking on the *Auto Train* during FY13 that includes consideration of whether there should be a smoking stop at Florence, SC (the crew change point) and review alternatives to minimize adverse impact and generally improve the customer experience for most customers.

DVD Entertainment system

Auto Train currently offers movies in the lounge cars. They are not particularly popular, partially due to limited selections, and also because other passengers may wish to read, play games, work, or socialize. DVD kiosks located at Lorton and Sanford would offer our customers the opportunity to rent, for a very nominal fee, movies for their trip and then turn them in upon arrival at their destination. We hope to be able to offer this service late in FY13 to *Auto Train* customers, after a pilot testing of the service at our largest East Coast stations. We must also

have an agreed upon contract between Amtrak and a DVD vendor, which is currently being negotiated by both parties.

Improve the quality of the existing wine tasting feature

Amtrak currently offers a successful wine tasting feature on the *Coast Starlight* and *the Empire Builder*, which receives very high marks from our customers. The wine tasting on *Auto Train* is quite different, and is less a wine tasting than it is a glass or two of wine taken back to the room for consumption. We will upgrade this experience by having the sleeping car attendants offer the tasting in the room, thereby personalizing the experience and ensuring that it is more consistent with other tasting programs on our long distance trains. Implementation is scheduled for the end of 2012.

Comfort Kits

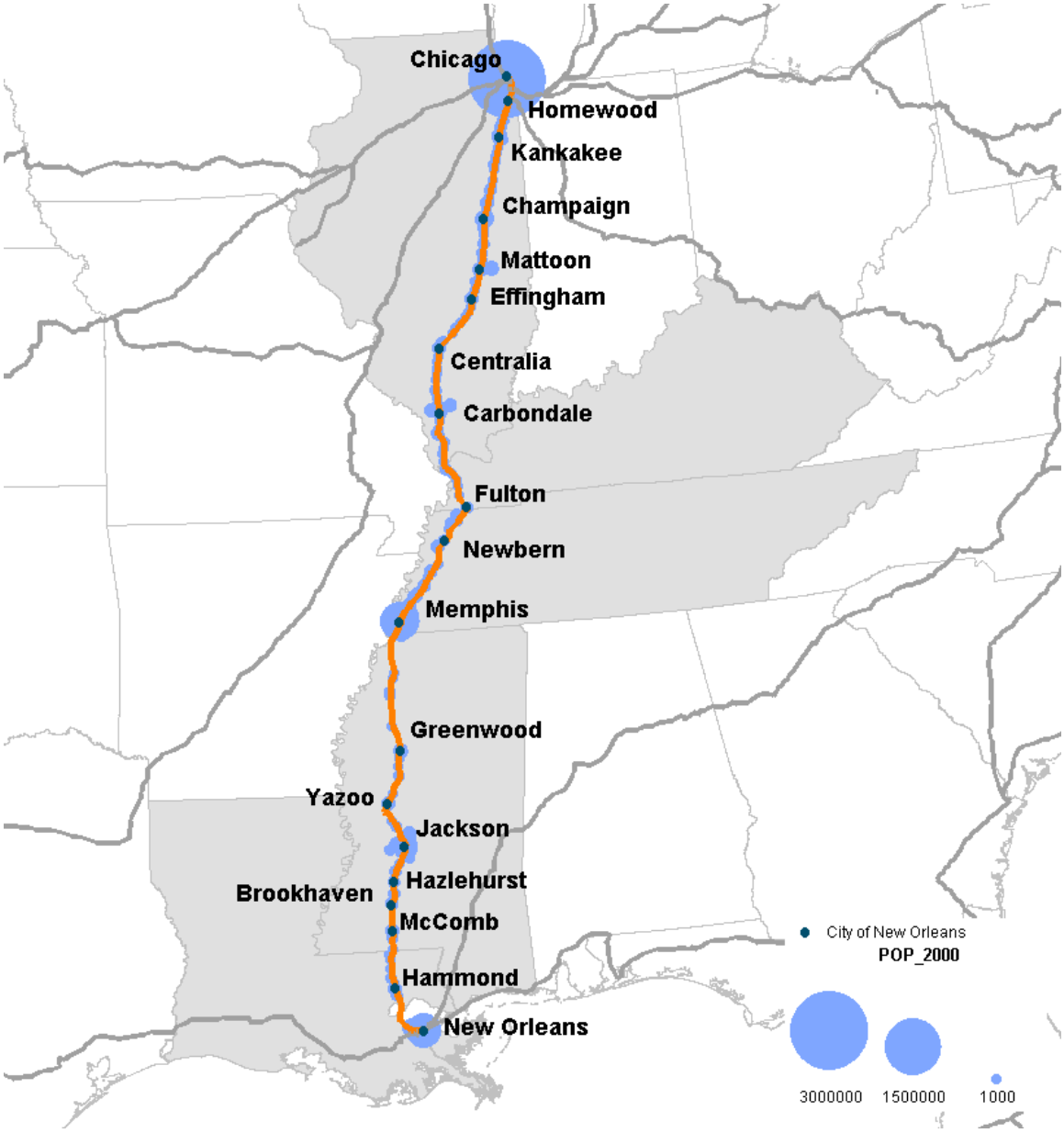
Amtrak proposes to offer *Auto Train* customers a Comfort kit for sale in the Lounge Car, containing a pillow and blanket. This will generate revenue, but will also improve customer perception by eliminating the sub-standard quality of the "complimentary" pillow and blankets in use today.

Auto Train Service Enhancement Projects

Working with the *Auto Train* management and front-line employees, the PRIIA team implemented a number of service enhancement projects for the train. Some of these improvements included station window tinting, satellite radio and public address system upgrades, on-board air quality improvements, updating of route collateral including menus and signage, and the refresh of a number of interior elements. These changes will improve the overall experience for *Auto Train* passengers.

3 Performance Improvement Plan for the *City of New Orleans*

3.1 *City of New Orleans* Route Description



Population clusters served by the *City of New Orleans* route.

The *City of New Orleans*, numbered as train 58 northbound and train 59 southbound, operates daily between New Orleans and Chicago via Jackson, Memphis, and Carbondale, stopping at intermediate stations and smaller communities along the way. The name comes from the famed predecessor Illinois Central train of the same name, of which a famous folk song was also written by Steve Goodman and recorded by Arlo Guthrie.

The *City of New Orleans* operates with a normal consist of 8 cars including a Transition Dorm/Sleeper, 1 Superliner Sleeping Car, Cross Country Café, Sightseer Lounge Car, and 3 Superliner Coaches (one of which is a baggage coach).

Host Railroads: The train operates over a distance of 934 miles, almost exclusively over track owned and dispatched by the Canadian National railroad. It also operates on a short Amtrak-leased and dispatched segment within the New Orleans area and an Amtrak-owned segment in the Chicago area.

59	◂ Train Number ▸					58
Daily	◂ Normal Days of Operation ▸					Daily
R	◂ On Board Service ▸					R
Read Down	Mile			Symbol		Read Up
8 00P	0	Dp	Chicago, IL–Union Station (CT) Madison—see back	●♿QT	Ar	9 00A
19 8 54P	24		Homewood, IL (METRA/IC Line)	●QT		19 7 44A
✈9 23P	57		Kankakee, IL	○♿		✈7 13A
	82		Gilman, IL	○♿		
	115		Rantoul, IL	○♿		
10 34P	129		Champaign-Urbana, IL Davenport, Indianapolis—see back	●♿QT		6 10A
✈11 13P	173		Mattoon, IL (Charleston)	○		✈5 23A
✈11 37P	200		Effingham, IL	○♿		✈4 57A
✈12 25A	253		Centralia, IL	○♿		✈4 10A
	289		Du Quoin, IL	○		
1 21A 1 26A	309	Ar Dp	Carbondale, IL St. Louis, Kansas City—see back	●♿QT	Dp Ar	3 16A 3 11A
✈3 14A	406		Fulton, KY	○♿		✈1 04A
✈3 56A	442		Newbern-Dyersburg, TN	○♿		✈12 22A
6 27A 6 50A	528	Ar Dp	Memphis, TN	●♿QT	Dp Ar	10 40P 10 00P
9 00A	654		Greenwood, MS	○♿		7 37P
✈9 51A	706		Yazoo City, MS	○♿		✈6 42P
11 20A	751		Jackson, MS	●♿QT		5 44P
✈11 55A	784		Hazlehurst, MS	○♿		✈4 17P
12 16P	805		Brookhaven, MS	○♿		3 56P
✈12 40P	828		McComb, MS	○♿		✈3 32P
1 28P	881		Hammond, LA	●♿		2 45P
3 32P	934	Ar	New Orleans, LA (CT) –Union Passenger Terminal Baton Rouge—see back	●♿QT	Dp	1 45P

Current *City of New Orleans* Schedule.

3.2 *City of New Orleans* Ridership Profile (FY 2011)

Annual Ridership (FY 2011)

Coach 203,373

Sleeper 31,945

Total 233,318

Average Travel Distance

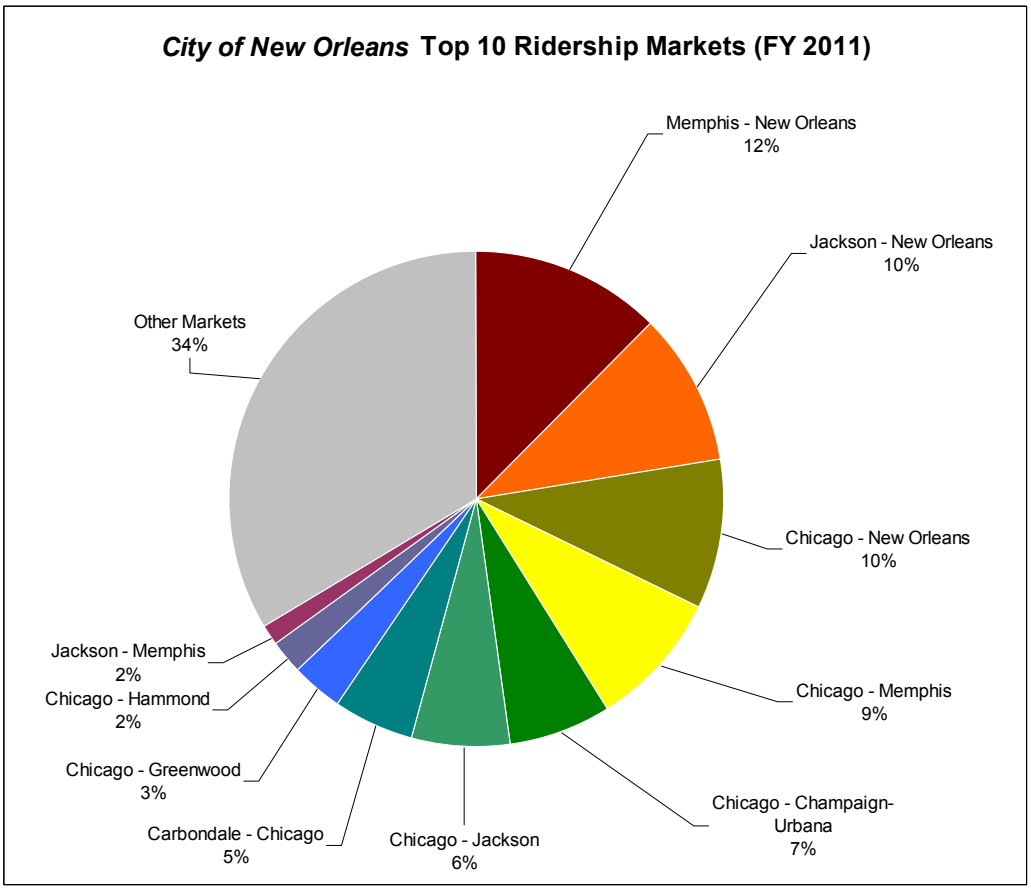
Coach 425

Sleeper 661

Total 457

Passenger Miles .....107 million

Increasing Ridership: Ridership for FY 2012 is up by 8.5% over FY 2011 from October 2011 through September 2012.



3.3 Summary of Key Issues to Address for the *City of New Orleans*

The Performance Improvement Plan addresses these key concepts:

- Dining car operation was analyzed to determine if either a more efficient or higher revenue-generating opportunity existed.
- Maintenance of equipment was analyzed to determine if performance improvements were possible by changing the location for work to be accomplished.
- Marketing opportunities were evaluated to determine if new station stops might generate additional ridership and revenue.

3.4 Current Metrics (PRIIA Sec. 207 scores)

Financial and Operating Metrics		
Metric	Current Standard	Score FY12 Q1
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Miles		164
On-Time Peformance and Train Delays		
Metric	Current Standard	Score FY12 Q1
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	1.2
Endpoint On-Time Performance	80%	84.8%
All-Stations On-Time Performance		59.7%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CN	900 Minutes / 10,000 Train Miles	1,233
Amtrak-Responsible Delays	325 Minutes / 10,000 Train Miles	218
Train Delays - On Northeast Corridor	475 Minutes / 10,000 Train Miles	NA
Other Service Quality		
Metric	Current Standard	Score FY12 Q1
CSI- Percent of Customers "Very Satisfied" with:		
Overall Service	82	81
Amtrak Personnel	80	78
On-Board Comfort	80	73
On-Board Cleanliness	80	68
On-Board Food Service	80	67
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Suppplementary Information	0.27
Complaints oper 1,000 Passengers		
Food Related	For Information Only - Provided as Suppplementary Information	1.55
Train-Related		12.68

3.5 *City of New Orleans* Initiatives

Add new station stop at Marks, Mississippi

For several years, Amtrak has been working with local and state officials to explore the possibility of creating a flag stop in Marks. In addition to ridership that would originate to/from Marks, there would also be the opportunity for additional ridership from nearby communities such as Clarksdale, host of the Blues Museum, the Tunica gaming market and Oxford, home of the University of Mississippi. The City of Marks and Quitman County plan to construct an ADA compliant shelter type station, platform and parking area for passengers utilizing this facility.

Although adding the stop is now feasible, an agreement must be reached between the Host Railroad (CN) and Amtrak before we could begin service to Marks. Discussions between the CN, Amtrak and the City of Marks, MS are currently underway.

Proposed Schedule

City of New Orleans

READ DOWN							READ UP
59							**58**
Daily			**Days of Operation**				**Daily**
8:00 PM			Chicago, IL	**CT**			9:05 AM
8:54 PM			Homewood, IL				7:49 AM
9:23 PM			Kankakee, IL				7:18 AM
10:34 PM			Champaign-Urbana, IL				6:15 AM
11:13 PM			Mattoon, IL				5:28 AM
11:37 PM			Effingham, IL				5:02 AM
12:25 AM			Centralia, IL				4:15 AM
1:21 AM		Ar	Carbondale, IL		Dp		3:21 AM
1:26 AM		Dp			Ar		3:16 AM
3:14 AM			Fulton, KY				1:09 AM
3:56 AM			Newbern-Dyersburg, TN				12:27 AM
6:27 AM		Ar	Memphis, TN		Dp		**10:45 PM**
6:50 AM		Dp			Ar		**10:05 PM**
8:06 AM			Marks, MS				**8:31 PM**
9:05 AM			Greenwood, MS				**7:37 PM**
9:56 AM			Yazoo City, MS				**6:42 PM**
11:25 AM			Jackson, MS				**5:44 PM**
12:00 PM			Hazlehurst, MS				**4:17 PM**
12:21 PM			Brookhaven, MS				**3:56 PM**
12:45 PM			McComb, MS				**3:32 PM**
1:33 PM			Hammond, LA				**2:45 PM**
3:37 PM			New Orleans, LA	**CT**			**1:45 PM**

Shaded portion reflects schedule that is proposed to change.

Add Thruway Bus Services Jackson-Meridian and Jackson-Vicksburg

An analysis was performed to determine if new markets might be served by offering connecting bus services. Two of the proposed routes had a positive financial benefit and are scheduled for implementation during early 2013. One of the Thruway bus routes (Jackson-Meridian) has the additional benefit of providing connections between cities on two Amtrak routes (the *City of New Orleans* and the *Crescent*). Additionally, the Jackson, MS station, which was renovated nearly 10 years ago, is an attractive and comfortable station for passengers.

Proposed Schedule

Thruway Bus Connections

Jackson, Mississippi ● Vicksburg, Mississippi

	Mile				
11:35 AM	0	↓	Jackson, Mississippi	↑	5:15 PM
12:35 PM	43.5		Vicksburg, Mississippi		4:15 PM

Thruway Bus Connections

Jackson, Mississippi ● Meridian, Mississippi

	Mile				
11:40 AM	0	↓	Jackson, Mississippi	↑	5:10 PM
1:30 PM	93.7		Meridian, Mississippi		3:20 PM

Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
4,500	$0.745	$ 0.731	$ 0.014

3.6 Initiatives Examined but not Included in the Plan

Breaking the run-through operation between the *City of New Orleans* and *Texas Eagle*

Amtrak believes that breaking the run-through operation between these two trains would allow for improved customer service and enhanced servicing of the train in Chicago. During 2010, Amtrak built a new mechanical facility. During this construction project, it was crucial that the number of trains going to/from the facility be kept to a minimum, and one way to accomplish this was to have several trains which arrived at the Chicago station bypass the mechanical facility and continue on another route after being serviced in the Chicago station. The *City of New Orleans,* upon arrival in Chicago at approximately 9:00 AM, was cleaned, serviced, and restocked in the station, and then departed as the *Texas Eagle* at 1:45 PM for San Antonio. The process was reversed for the *Texas Eagle*, which upon arrival in Chicago at 1:52 PM was serviced and then departed as the *City of New Orleans* at 8:00 PM for points south.

This meant that two trains each day (the *City of New Orleans* and the *Texas Eagle*) did not make a trip to the Chicago yard for traditional servicing. This aided the construction project, but resulted in many service compromises, including an inability to wash the exterior of the train, a reduced amount of time for interior cleaning, and the inability to be able to provide full service in the dining and lounge cars prior to departure from Chicago.

Breaking this run-through operation would produce many benefits in service quality, but will require on extra set of equipment that would be needed to support two separate train consists. Although the construction work in Chicago is now complete, Amtrak faces equipment shortages relating to reverting back to the separate consists. Amtrak continues to explore various options with equipment assignment to determine if there is a feasible method to accomplish this important benefit to service quality.

4 Performance Improvement Plan for the *Coast Starlight*

4.1 *Coast Starlight* Route Description

Population clusters served by the *Coast Starlight* route.

The *Coast Starlight* is an original creation of Amtrak, combining two former, non-connecting Southern Pacific trains, the "Coast Daylight" which ran from Los Angeles to San Francisco, with the "Cascade" which operated from Oakland to Portland. With the start of Amtrak operations on May 1, 1971, a single route was formed between Los Angeles and Seattle.

The *Coast Starlight* operates with a peak consist of 12 cars including a baggage car, Transition Sleeper/Dorm, 3 Superliner Sleeping Cars, Pacific Parlour Car, Dining Car, Sightseer Lounge Car, and 4 Superliner Coaches (one of which is an Arcade Coach).

The *Coast Starlight*, numbered as train 14 northbound and 11 southbound, operates daily between Seattle and Los Angeles via the California coastal route south of Oakland. The train is renowned for its spectacular coastal and mountainous terrain scenery. This route is a known favorite trip for international travelers.

The route's length is 1,377 miles and operates on an overnight schedule which provides for final end point arrival on the next evening. Important connections are maintained in Portland with the *Empire Builder* and with the *Sunset Limited* in Los Angeles. Northbound connections from the *Southwest Chief* are maintained in Los Angeles and southbound connections to the *Southwest Chief* are maintained via a San Joaquin connection. The section of the route north of Dunsmuir, California to Eugene, Oregon is particularly challenging, subject to occasional harsh winter conditions.

Host Railroads:
Leaving Los Angeles, the service operates (south to north) for approximately the first 45 miles on the Southern California Regional Rail Authority (SCRRA). The majority of the route is operated on the Union Pacific Railroad (UP) from Moorpark, California to Portland, Oregon for approximately 1146 miles. The remaining 187 miles between Portland and Seattle is over the Burlington Northern Santa Fe (BNSF) Railway. In recent years the Union Pacific has been accomplishing major rehabilitation projects on both the coast and mountainous sections of the route which has had past construction impacts to train schedules and performance.

4.2 Coast Starlight Ridership Profile (FY 2011)

Annual Ridership (FY 2011)

Coach.....351,787

Sleeper.....74,797

Total.....426,584

Average Travel Distance

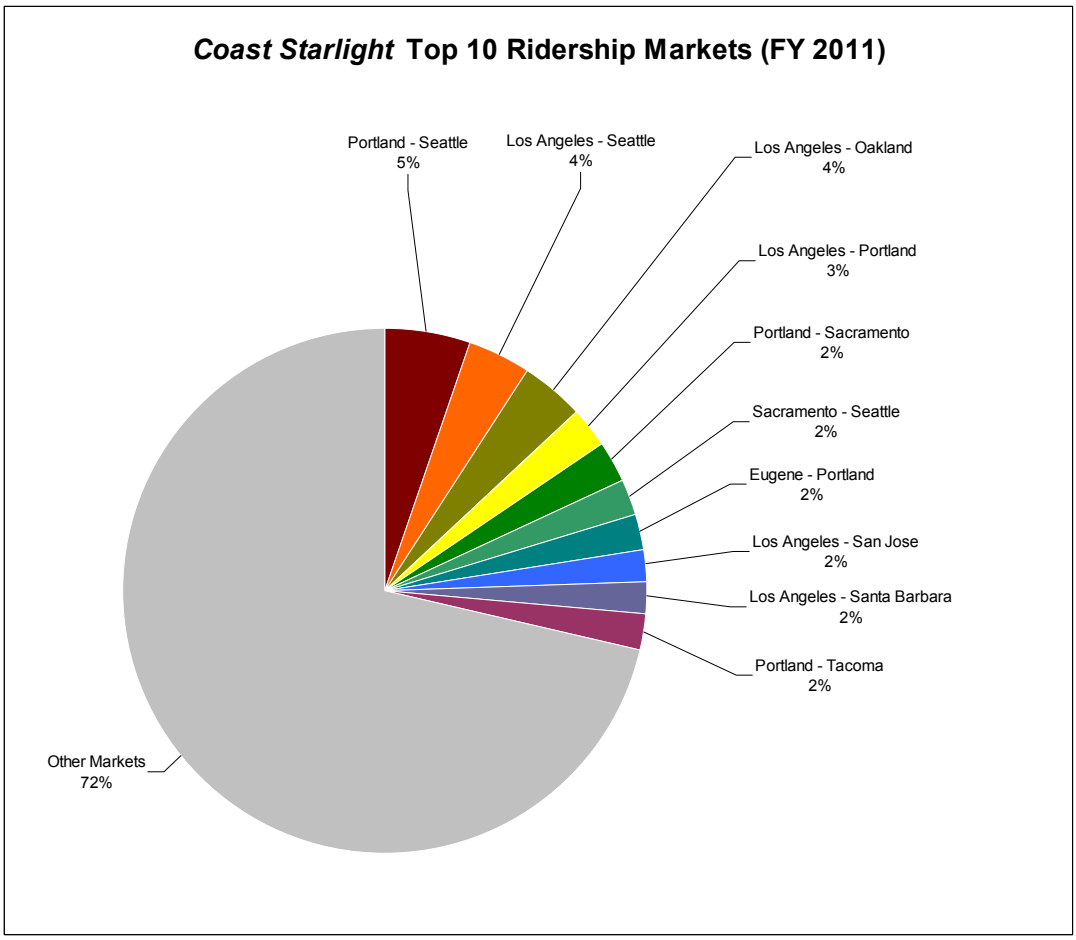
Coach.....445

Sleeper.....836

Total.....513

Passenger Miles.....219 million

Increasing Ridership: Ridership for FY 2012 is up by 6.5% over FY 2011 from October 2011 through September 2012.


Coast Starlight Top 10 Ridership Markets (FY 2011)
Portland - Seattle 5%
Los Angeles - Seattle 4%
Los Angeles - Oakland 4%
Los Angeles - Portland 3%
Portland - Sacramento 2%
Sacramento - Seattle 2%
Eugene - Portland 2%
Los Angeles - San Jose 2%
Los Angeles - Santa Barbara 2%
Portland - Tacoma 2%
Other Markets 72%

11	◂ Train Number ▸					14
Daily	◂ Normal Days of Operation ▸					Daily
R	◂ On Board Service ▸					R
Read Down	Mile			Symbol		Read Up
Amtrak Thruway Connection—Vancouver, BC/Seattle, WA						
5 30A	0	Dp	Vancouver, BC –Pacific Central Station (PT)	●	Ar	12 20A
R5 50A	12	▼	Richmond, BC –Sandman Signature Hotel	○ ○	▲	D11 50P
R6 20A	29	▼	Surrey, BC–Pacific Inn	○	▲	D11 20P
9 00A	144	Ar	Seattle, WA–Amtrak Station (PT)	● QT	Dp	9 15P
9 45A	0	Dp	Seattle, WA (Victoria, BC) (PT)	● ♿ QT	Ar	8 45P
10 31A	39	▼	Tacoma, WA	● ♿ QT	▲	7 11P
11 21A	75	▼	Olympia-Lacey, WA	◐ ♿ QT	▲	6 22P
11 45A	94	▼	Centralia, WA	● ♿ QT	▲	5 57P
12 29P	137	▼	Kelso-Longview, WA	◐ ♿ QT	▲	5 14P
1 08P	177	▼	Vancouver, WA	● ♿ QT	▲	4 36P
1 50P 2 25P	187	Ar Dp	Portland, OR Pendleton, Boise—see back	● ♿ QT	Dp Ar	4 20P 3 40P
3 37P	239	▼	Salem, OR	● ♿ QT	▲	2 03P
4 10P	267	▼	Albany, OR Corvallis, Newport—see back	● ♿ QT	▲	1 30P
5 10P	310	▼	Eugene-Springfield, OR Ontario, Coos Bay—see back	● ♿ QT	▲	12 44P
8 08P	432	▼	Chemult, OR Bend, Sunriver —see back	○ ♿	▲	9 40A
10 00P	505	▼	Klamath Falls, OR Crater Lake, Brookings—see back	● ♿ QT	▲	8 25A
12 35A	610	▼	Dunsmuir, CA (Mt. Shasta)	○ ♿	▲	5 04A
2 21A	665	▼	Redding, CA	○ ♿	▲	3 14A
3 50A	739	▼	Chico, CA	○ ♿	▲	1 55A
6 35A	824	▼	Sacramento, CA	● ♿ QT	▲	11 59P
6 50A	837	▼	Davis, CA	● ♿ QT	▲	11 33P
7 34A	881	▼	Martinez, CA	● ♿ QT	▲	10 54P
8 04A	901	▼	Richmond, CA	○ ♿ QT	▲	10 20P
8 15A 8 25A	908	Ar Dp	Emeryville, CA San Francisco—see back	● ♿ QT	Dp Ar	10 07P 9 57P
8 40A 8 50A	913	Ar Dp	Oakland, CA–Jack London Square San Francisco—see back	● ♿ QT	Dp Ar	9 42P 9 32P
9 55A 10 07A	954	Ar Dp	San Jose, CA (Caltrain)	● ♿ QT 26	Dp Ar	8 39P 8 27P
11 48A	1021	▼	Salinas, CA Monterey, Carmel —see back	● ♿	▲	6 36P
1 38P	1119	▼	Paso Robles, CA	○ ♿	▲	4 45P
3 20P	1157	▼	San Luis Obispo, CA (Morro Bay)	● ♿ QT	▲	3 43P
6 02P	1274	▼	Santa Barbara, CA	● ♿ QT	▲	12 48P
D7 05P	1310	▼	Oxnard, CA	● ♿ QT	▲	11 52A
D7 48P	1341	Ar	Simi Valley, CA	○ ♿ QT	▲	R11 19A
D8 22P	1358	Ar	Van Nuys, CA–Amtrak Station	● ♿ QT	▲	R10 55A
D8 31P	1363	Ar	Burbank-Bob Hope Airport, CA	○ ♿	▲	R10 44A
9 00P	1377	Ar	Los Angeles, CA (PT)	● ♿ QT	Dp	10 25A

Current *Coast Starlight* Schedule.

4.3 Summary of Key Issues to Address for the *Coast Starlight*

The Performance Plan addresses these key concepts:

- Focusing on accomplishing further enhancements that promote the generating of premium revenue service made possible by overall renewal of the amenities and atmosphere of the Parlour Car.
- Expanding an opportunity for premium revenue generation by further opening the availability of Parlour Car access through the means of a new Business class coach service.
- Enhancement of Sleeping Car transfers and system connectivity in Los Angeles by the establishment of a permanent Sleeping Car Lounge area in the station.

4.4 Current Metrics (PRIIA Sec. 207 scores)

Financial and Operating Metrics		
Metric	Current Standard	Score FY12 Q1
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Miles		220
On-Time Peformance and Train Delays		
Metric	Current Standard	Score FY12 Q1
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	1.2
Endpoint On-Time Performance	80%	85.9%
All-Stations On-Time Performance		71.8%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
BNSF	900 Minutes / 10,000 Train Miles	952
SCRRA		1,809
UP		908
Amtrak-Responsible Delays	325 Minutes / 10,000 Train Miles	494
Train Delays - On Northeast Corridor	475 Minutes / 10,000 Train Miles	NA
Other Service Quality		
Metric	Current Standard	Score FY12 Q1
CSI- Percent of Customers "Very Satisfied" with:		
Overall Service	82	77
Amtrak Personnel	80	80
On-Board Comfort	80	76
On-Board Cleanliness	80	61
On-Board Food Service	80	68
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Suppplementary Information	0.59
Complaints oper 1,000 Passengers		
Food Related	For Information Only - Provided as Suppplementary Information	0.72
Train-Related		11.1

4.5 *Coast Starlight* Initiatives

Coast Starlight Business Class Initiative

The *Coast Starlight* currently utilizes the lower level of a single coach car as an arcade area. This Arcade Car has four video machines each offering multiple games. These machines are only an amenity and provide no revenue to the route. Additionally, there is maintenance and upkeep required. Currently, only about half of the games are working properly. There are five arcade coaches exclusively assigned to the Coast *Starlight* equipment fleet.

Particularly during the summer months, the *Coast Starlight* frequently sells out of sleeping car space. Many passengers decline to use coach space when the sleeping car space is not available. Frequently, the potential patron who declines to use the conventional coach space does so because of the lack of service amenities, especially those offered uniquely in the Pacific Parlour Car. The Pacific Parlour Car offers to sleeping car passengers a theater showing first run movies, lounge chairs, specialty beverages, wine tasting and Wi-Fi access.

The proposal is to transition the area on the lower level of these five arcade coaches to a premium coach area providing an elevated level of service from our regular coach service. This car would feature Acela-type Business Class seating, for a total of 12 seats including ADA space. This initiative would not only increase the revenue of this car, but would allow for the market examination of a future premium coach service on long distance service, with minimal operational expense or risk.

Service will be marketed as *Coast Starlight Business Class* in order to use existing ticketing and available designations. If successful, the possibility exists for a re-branding of this service as a *Premium Coach* or other designation at a later date. Service features include:

- Continued use of the upgraded coach pillow with the addition of a complimentary blanket.
- A Food credit voucher usable in dining car at a designated minimum amount of $5 per meal based on length of trip and resulting number of meals.
- Invitation to the wine and cheese tasting in the Pacific Parlour Car.
- Access to Pacific Parlour Car movie theatre.
- 2x2 Leather seating based upon the Acela Business Class seat.

- Exclusive access to the seating area with door marked for "Business Class only".
- Train attendant assigned exclusive to the car. (Currently the Starlight train attendant (TA) staffing calls for 2 TAs for 3 cars and 3 TAs for 4 cars. The TA with a single car assignment will be responsible for the car containing the *Coast Starlight Business Class* accommodations.)
- Child fares are to be offered consistent with existing Surfliner Business Class revenue structure.
- Overall revenue structure between Los Angeles and San Luis Obispo and Seattle and Eugene will be fully complementary with existing Business Class offerings.

Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
14,400	$1.487	$ 0.283	$ 1.204

Pacific Parlour Car Refresh Initiative

The Pacific Parlour Car has been the signature car on the Coast Starlight since 1994 and remains the centerpiece attraction of the train. Regardless of the time of day, sleeping car passengers enjoy its comfortable and unique environment. Because of its popularity, the car sees disproportionate use of its various amenities. In order to maintain both traditional service standards of the Parlour Car and to continue to meet the expectations of new travelers, a general refreshment of the car's passenger amenities was required.

This updating, which is almost entirely complete at the time of this report, includes:

- New curtains
- New lounge chair and theatre carpeting
- New lounge chair upholstery
- Upgrading of the in-car coffee service
- Station platform information system
- Movie and Wi-Fi reliability upgrades
- Steam table relocation for additional seating
- Satellite radio installation

***Coast Starlight* Los Angeles Metropolitan Lounge Initiative**

Coast Starlight sleeping car boardings in Los Angeles range from 35 to 90 passengers a day depending on the time of the year. With the increased emphasis on system connectivity, more and more of these passengers come from connecting trains. While the Los Angeles Amtrak station lacks a dedicated sleeping car passenger reception area, since 2008 reception space with coffee and tea beverage service has been offered at the Union Station TRAXX Club.

The reception area opens approximately one hour and half prior to scheduled boarding time of the *Coast Starlight*. At this reception location, a Los Angeles station employee greets passengers confirming their boarding assignments and checks patron luggage. While passengers wait for the boarding announcement, they can relax while enjoy a morning beverage. Shuttle transportation arrangements are made at this location for all passengers desiring assistance to the station platform. Those passengers choosing to walk to the train are personally escorted through the maze of Union Station by one of the *Coast Starlight* crew members.

At a current facility cost of over $106,000 annually, it was determined that a more beneficial arrangement could be arrived at that:

- Made use of existing Amtrak depot space to benefit all sleeper and business class patrons in LA for all trains.
- Eliminated the annual rental expense
- Provided enhanced customer restroom facilities for connecting passengers
- Allowed for greater connecting train wait time. For example the *Sunset Limited* arrives almost four and one half hours before the *Coast Starlight* departure.

The Southwest Division has prepared a plan for using existing Union Station depot space and staff that would require a one time cost of $500,000 for design and construction. This initial investment would rapidly be paid off in terms of avoiding the current $106,000 rental fee as well as attracting additional sleeping car and business class patrons for both long distance and corridor trains. Los Angeles is the largest station on the Amtrak system not to have a lounge for travelers, and Amtrak hopes to move forward with a deployment in FY 2013.

4.6 Initiatives Examined but not Included in the Plan

Assigned P42 Locomotive Pool for the Coast Starlight to Los Angeles

Amtrak reviewed the maintenance assignments of the P42 locomotives currently assigned to the *Coast Starlight* and *Sunset Limited* in Los Angeles. These locomotives are currently assigned to Chicago for periodic maintenance and moving the maintenance to Los Angeles could eliminate the need to deadhead or rotate P42 locomotives to their current headquarters in Chicago. This proposal was deferred pending further analysis.

Assigned Lead Service Attendant (LSA) Pool to Parlour Car

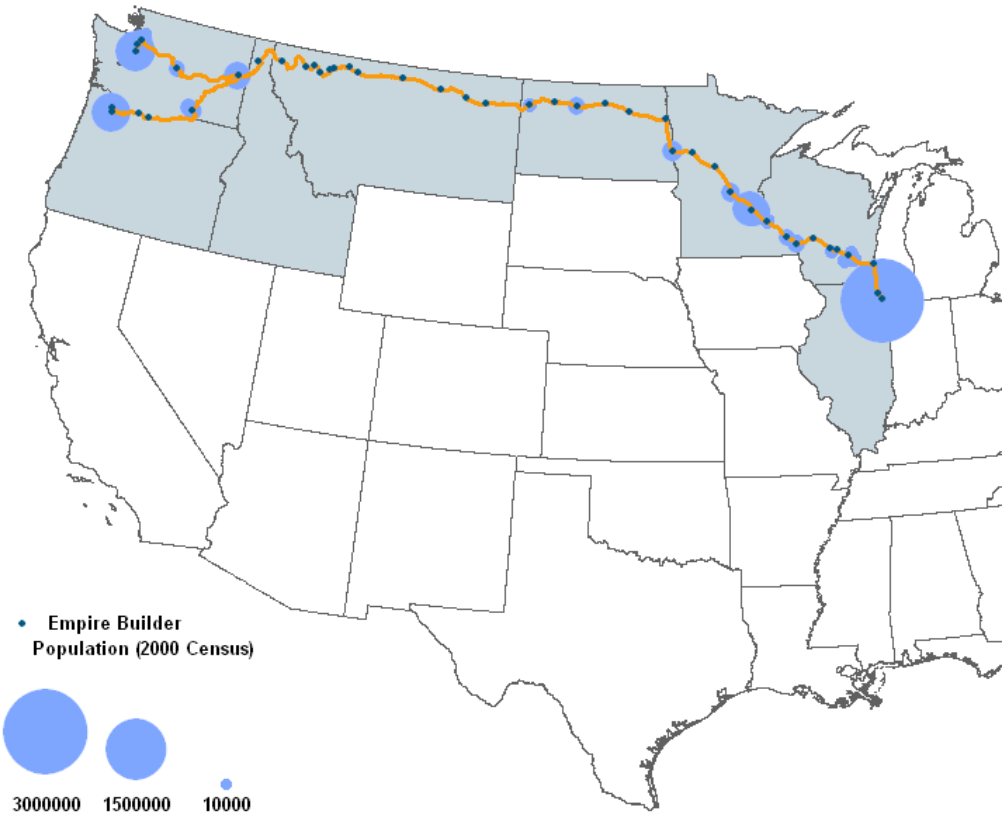
The Los Angeles has a crew base of over 60 LSA's, and it has been difficult to keep every employee trained regarding the unique technical functions and specific customer protocols required to operate the Pacific Parlour Car. Frequently, during times of an employee illness, an extra board employee who is not intimately familiar with the Parlour Car is required to staff the car. So as to ensure a level of customer service delivery consistency, it was proposed to look at a local agreement with labor representatives. This agreement would provide for the development of a uniquely qualified employee pool to cover all Pacific Parlour Car assignments and vacancies. Amtrak continues to attempt and work with the labor organizations to move this proposal forward.

Route Scheduling enhancements

Several proposed enhancements were developed to enhance *Coast Starlight* connectivity and overall schedule reliability. Key to all of these measures was resolution the current train movement conflict situations involving multiple trains in the Burbank Airport to Van Nuys track segment. It was proposed to remove from the *Coast Starlight* schedule both Simi Valley and Burbank Airport station stops. Elimination of these stations would remove the only two stations that do not accommodate checked baggage in the Los Angeles area. Simi Valley poses an operational challenge since it is located on a single track segment. Additionally, Burbank Airport represents an operational challenge because of the high frequency of Metrolink and Surfliner trains already using this station, complicating the crossover move required to gain access to the current Van Nuys station, located five miles north, and which is staffed. Due to anticipated reductions in revenue, Amtrak does not plan on pursuing these schedule changes at this time.

5 Performance Improvement Plan for the *Empire Builder*

5.1 *Empire Builder* Route Description



Population clusters served by the *Empire Builder* route.

The *Empire Builder*, numbered as trains 7/27 westbound and trains 8/28 eastbound, operates daily between Seattle/Portland and Chicago, via Spokane, Havre, Minot, Minneapolis/St. Paul, and Milwaukee. The name comes from the original *Empire Builder* train named in honor of James J. Hill of the Great Northern Railroad, and the train follows portions of the original route from 1929.

Host Railroads: The train operates over a distance of 2205 miles (Seattle) or 2255 miles (Portland). Between Chicago and Glenview, the train operates over METRA, between Glenview and St. Paul/Minneapolis, it operates over the Canadian Pacific Railway, and between St. Paul/Minneapolis and Seattle/Portland, it operates over track owned and dispatched by the BNSF Railway.

7	◂ Train Number ▸					8
Daily	◂ Normal Days of Operation ▸					Daily
R	◂ On Board Service ▸					R
Read Down	Mile			Symbol		Read Up
2 15P	0	Dp	Chicago, IL–Union Station (CT)	●♿QT	Ar	3 55P
R2 39P	17		Glenview, IL (METRA/Milw. Line)	●♿QT		D3 12P
R3 55P	85		Milwaukee, WI	●♿QT		D2 07P
5 05P	150		Columbus, WI (Madison)	●♿		12 57P
5 34P	178		Portage, WI	○♿		12 27P
5 52P	195		Wisconsin Dells, WI	○♿		12 08P
6 30P	240		Tomah, WI	○♿		11 26A
7 14P	281		La Crosse, WI	●♿		10 47A
7 50P	308		Winona, MN—see back	●♿		10 11A
8 52P	371		Red Wing, MN	○♿		8 54A
10 31P 11 15P	418	Ar Dp	St. Paul-Minneapolis, MN Duluth—see back	●♿QT	Dp Ar	7 50A 7 05A
12 40A	486		St. Cloud, MN	○♿QT		5 14A
1 42A	552		Staples, MN	○		4 09A
2 38A	614		Detroit Lakes, MN	○		3 10A
3 35A	662		Fargo, ND (Moorhead, MN)	●♿		2 13A
4 52A	737		Grand Forks, ND	●♿		12 57A
6 13A	822		Devils Lake, ND	○♿		11 32P
7 07A	879		Rugby, ND	●♿		10 38P
8 34A 9 06A	940	Ar Dp	Minot, ND	●♿	Dp Ar	9 42P 9 22P
9 57A	994		Stanley, ND	○♿		8 11P
11 07A	1061		Williston, ND (CT)	●♿		7 09P
11 41A	1168		Wolf Point, MT (MT)	●♿		4 33P
12 26P	1217		Glasgow, MT	○♿		3 47P
1 25P	1283		Malta, MT	○♿		2 52P
2 39P 3 04P	1370	Ar Dp	Havre, MT	●♿	Dp Ar	1 32P 1 12P
5 22P	1475		Shelby, MT	●♿		11 43A
5 51P	1499		Cut Bank, MT	○♿		10 45A
40	1532		Browning, MT	○		40
6 45P	1547		East Glacier Park, MT	●♿		9 54A
7 41P	1576		Essex, MT–Izaak Walton Inn	○		8 55A
8 23P	1603		West Glacier, MT (Apgar)	○		8 16A
8 56P 9 16P	1626	Ar Dp	Whitefish, MT (Kalispell, Missoula)	●♿		7 46A 7 26A
10 59P	1728	Dp	Libby, MT (MT)	○♿		5 26A
11 49P	1813	Dp	Sandpoint, ID (PT)	○♿		2 35A
1 40A	1879	Ar	Spokane, WA (PT) (Coeur d'Alene, ID)	●♿QT	Dp	1 30A
27	Through cars Chicago–Portland					28
2 45A	1879	Dp	Spokane, WA (PT)	●♿QT	Ar	12 13A
5 35A	2025		Pasco, WA (Kennewick, Richland)	●♿QT		8 57P
7 30A	2150		Wishram, WA (The Dalles)	○♿		6 55P
8 04A	2180		Bingen-White Salmon, WA	○♿		6 21P
9 18A	2245		Vancouver, WA	●♿QT		5 07P
39 10 10A	2255	Ar	Portland, OR (PT)	●♿QT	Dp	39 4 45P
2 15A	1879	Dp	Spokane, WA (PT)	●♿QT	Ar	12 45A
4 22A	1998		Ephrata, WA	○♿		9 42P
5 35A	2050		Wenatchee, WA Omak—see back	○♿		8 42P
6 08A	2072		Leavenworth, WA	○♿		8 00P
8 38A	2171		Everett, WA	●♿QT		5 39P
9 10A	2188		Edmonds, WA	●♿QT		5 12P
10 25A	2205	Ar	Seattle, WA (Victoria, BC) (PT) Vancouver, BC—see back	●♿QT	Dp	4 40P

Current *Empire Builder* Schedule.

5.2 *Empire Builder* Ridership Profile (FY 2011)

Annual Ridership (FY 2011)

Coach 395,985

Sleeper 73,182

Total 469,167

Average Travel Distance

Coach 574

Sleeper 1,321

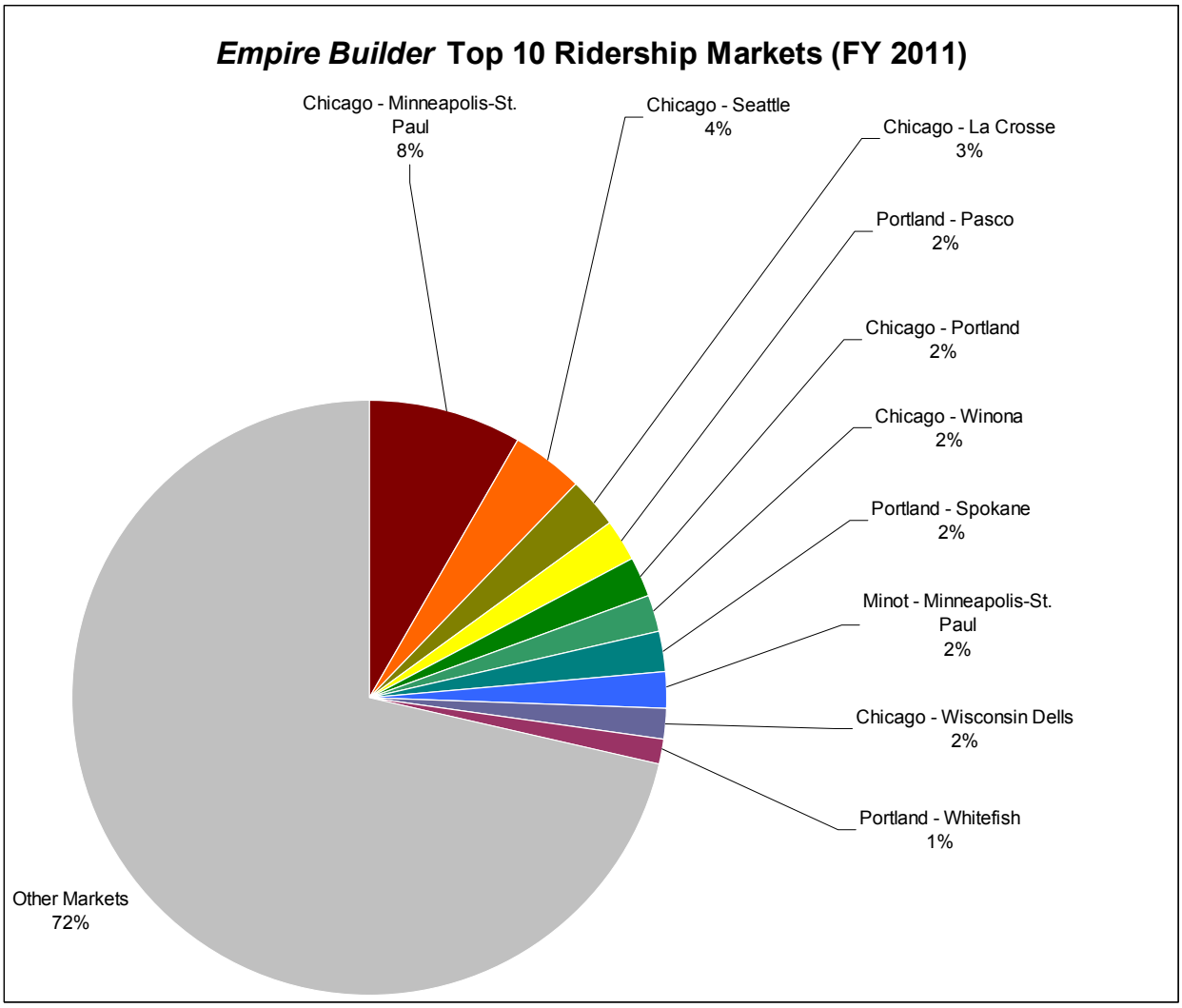
Total 691

Passenger Miles .....324 million

Increasing Ridership: Ridership for FY 2012 is up by 15.8% over FY 2011 from October 2011 through September 2012.

Travel Markets:

The *Empire Builder* train route carried 469,000 passengers in fiscal year 2011 (more than any other Long-Distance train) along a corridor with little to no bus or air service, no parallel interstate highway for much of the route, and extreme winter weather conditions that frequently close highways and airports. The train connects rural communities in North Dakota, Montana, and eastern Washington to larger urban centers with essential services (e.g. hospitals) such as Minneapolis, Spokane, Portland, Seattle, and Chicago.


Empire Builder Top 10 Ridership Markets (FY 2011)
Chicago - Minneapolis-St. Paul 8%
Chicago - Seattle 4%
Chicago - La Crosse 3%
Portland - Pasco 2%
Chicago - Portland 2%
Chicago - Winona 2%
Portland - Spokane 2%
Minot - Minneapolis-St. Paul 2%
Chicago - Wisconsin Dells 2%
Portland - Whitefish 1%
Other Markets 72%

5.3 Summary of Key Issues to Address for the *Empire Builder*

The Performance Improvement Plan addresses these key concepts:

- Dining car operation was analyzed to determine if either a more efficient or higher revenue-generating opportunity existed.
- Maintenance of equipment was analyzed to determine if performance improvements were possible by changing the location for work to be accomplished.
- Marketing opportunities were evaluated to determine if new station stops might generate additional ridership and revenue.

5.4 Current Metrics (PRIIA Sec. 207 scores)

Financial and Operating Metrics		
Metric	Current Standard	Score FY12 Q1
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Miles		201
On-Time Peformance and Train Delays		
Metric	Current Standard	Score FY12 Q1
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	-0.1
Endpoint On-Time Performance	80%	66.2%
All-Stations On-Time Performance		43.9%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
BNSF	900 Minutes / 10,000 Train Miles	818
CP		976
Metra		867
Amtrak-Responsible Delays	325 Minutes / 10,000 Train Miles	313
Train Delays - On Northeast Corridor	475 Minutes / 10,000 Train Miles	NA
Other Service Quality		
Metric	Current Standard	Score FY12 Q1
CSI- Percent of Customers "Very Satisfied" with:		
Overall Service	82	73
Amtrak Personnel	80	76
On-Board Comfort	80	76
On-Board Cleanliness	80	52
On-Board Food Service	80	66
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Suppplementary Information	0.46
Complaints oper 1,000 Passengers		
Food Related	For Information Only - Provided as Suppplementary Information	0.44
Train-Related		14.12

5.5 *Empire Builder* Initiatives

Establish International Thruway Bus Service Connecting Amtrak and VIA Rail

Amtrak currently offers service that connects to the Canadian Passenger Rail System (VIA Rail) at three points; Vancouver, BC, Niagara Falls, ON, and Montreal, PQ. During the evaluation of the *Empire Builder*, the PRIIA 210 group determined that an additional opportunity to connect the *Empire Builder* with two of VIA's long distance services could be accomplished by adding a Thruway bus connection. This new connecting service will provide our customers with the opportunity to connect from the *Empire Builder* to two of VIA rail's major long distance routes (the *Canadian* and the Churchill service) for multiple Western itineraries. The most convenient points for this connection were Grand Forks, ND, and Winnipeg, MB, and the connection times between the bus schedule and the train schedule(s) were quite attractive, and minimized wait times.

In addition to the ridership and revenue benefits that are summarized in the table below, this new service essentially opens up a new market for Amtrak to directly serve the Canadian tourist market, including Jasper, Churchill, and the British Columbia, as well as create a new opportunity for Amtrak customers to create an itinerary utilizing both the *Empire Builder* and one of several VIA rail services. The Thruway service would depart Grand Forks every morning after the arrival of Amtrak Train 7 and operate nonstop to Winnipeg, connecting with VIA Trains 1 and 693 the days of the week they operate. The Thruway would return every evening at a time that allows connections from VIA Trains 2 and 692 when they operate, and connects to Amtrak Train 8 at Grand Forks.

Proposed Schedule:

NORTHBOUND - Read Down

Bus Number			TBD
Days of Operation			Daily
Train 8 arrival time at Grand Forks			12:57 AM
Train 7 arrival time at Grand Forks			4:52 AM
Grand Forks, ND	Dp		6:00 AM
Winnipeg Union Station, MB, Canada	Ar		9:30 AM
VIA Train 1 days of operation			Th, Sa, Mo
VIA Train 1 departure time at Winnipeg			11:45 AM
VIA Train 693 days of operation			Tu, Su
VIA Train 693 departure time at Winnipeg			12:05 PM

SOUTHBOUND - Read Down

Bus Number			TBD
Days of Operation			Daily
VIA Train 692 days of operation			Mo, Sa
VIA Train 692 arrival time at Winnipeg			4:45 PM
VIA Train 2 days of operation			Tu, Th, Su
VIA Train 2 arrival time at Winnipeg			8:45 PM
Winnipeg Union Station, MB, Canada	Dp		9:00 PM
Grand Forks, ND	Ar		12:30 AM
Amtrak Train 8 departure from Grand Forks			12:57 AM
Amtrak Train 7 departure from Grand Forks			4:52 AM

While the connecting time on the southbound bus is less than ideal, Amtrak will work with VIA Rail and/or make minor schedule adjustments to the *Empire Builder* to ensure that the connection can be made reliably.

Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
10,400	$1.215	$ 0.529	$ 0.686

Amtrak has begun preliminary planning on this proposed Thruway service including discussions with VIA Rail, and believes that it is something that can be implemented in time for Summer, 2013.

Expand our Sales and Marketing Programs to Increase Business at Whitefish (Big Sky Ski Resort)

The *Empire Builder*, like all Western long distance services, has a peak ridership period and a period during the year when ridership and revenue are sharply reduced. During the winter

months (with the exception of the Christmas/New Year holiday period), both coach seats and sleeping car space often are not occupied at full capacity. Overcoming this imbalance requires Amtrak to find and develop opportunities to increase business during this period of time, and one key approach is to expand our efforts to market travel to a major ski market located less than 30 minutes by shuttle from our Whitefish train station.

The Big Sky Ski Resort is very highly rated in ski and travel publications, and the team identified dual opportunity to develop ski business both from the West (Seattle and Portland), as well as the Midwest (Minneapolis/St. Paul). Establishing and expanding partnerships between Amtrak and the business partners who serve this market will be critical to achieving higher ridership and revenue during the currently weakest demand period of the year.

The current marketing effort is already established in Seattle with a multi-faceted promotion that includes local ski shows, radio contests, magazine ads, advertising through Tim's Potato chips (distributed in stores) and Warren Miller films. The Whitefish CVB works closely with Amtrak Sales and Marketing on all these programs. Expanded advertising buys such as transit ads and billboards would help increase the awareness of the Whitefish ski area and the 20% off Amtrak *Empire Builder* winter sale to Whitefish. If the marketing program could be further expanded, then the 2nd sleeper between Seattle and Chicago has the potential remain in the *Empire Builder* consist throughout the ski season, until March 31.

Annual revenue and ridership estimates are being developed as this report is being issued, and will be established within two months of publication of this report.

5.6 Initiatives Examined but not included in the Plan

Connectivity Improvements

A slight modification to the *Empire Builder* and *Cascades* schedule in Everett, WA (EVR) was considered to provide a direct train to train connection to Vancouver, BC. (VAC) Thruway bus service, Vancouver to Everett, was included in this proposal to connect potential passengers from Vancouver to the *Empire Builder*, train 8 heading east. Based on revenue projections, it was determined that this initiative would have a negative impact on the *Empire Builder's* financial performance and consequently it was not pursued further.

North Dakota Oil and Shale Boom

The opportunity to exploit the increased passenger traffic to and from Williston, ND (WTN) was reviewed, including the potential need for additional equipment to handle the windfall. Williston is predicted to produce more oil than any other site in the United States and is a modern day boom town. Revenue Management performed a comprehensive analysis of the opportunity and determined that, although the demand to and from Williston in coach and sleepers has increased 70% and 90% respectively year over year, the current capacity on the *Empire Builder* is, given Amtrak's equipment constraints, sufficient to handle the increased demand based on current load factors on that section of the route. This is a situation worthy of continued evaluation.

Other Equipment Changes

The PRIIA 210 team, based on recommendations from the Pacific Northwest Division, examined several different equipment and consist changes. These included:

- Adding a 2nd sleeper on the Portland section of the train, (trains 27/28) to take advantage of connecting passengers to/from the *Coast Starlight* at Portland.
- Adding a Cross Country Café on the Portland section to eliminate the cold meal served to sleeper passengers and freeing the Lounge Car for the Seattle Section.
- Adding additional coach and sleeper capacity to the train in the summer months and adding a "ranch style car" (a diner with a modified menu).
- Adding an unstaffed Superliner Sightseer lounge car between Seattle and Spokane.

- Returning the *Empire Builder* to 6 sets of equipment thereby allowing time for additional maintenance in Seattle and a layover train which would prevent multiple costly bussing incidents during the year when the inbound train is delayed.
- Restructuring the OBS bid lines, moving from a split Seattle/Chicago crew to 100% Seattle based employees to support a more effective management of this train.

Based on a high-level financial and operational feasibility analysis of each of these items, the team does not recommend pursuing these items at this time.

5.7 Initiatives Still Under Review & Analysis

Additional Sleeping Car Capacity and Exclusive Sleeping Car Lounge

Amtrak believes there is an opportunity to add 4th Sleeping car and Sleeping Car Lounge to the *Empire Builder* consist during peak travel periods, to both increase revenue and ridership, while also improving service quality and bringing the service level of the train on par with the *Coast Starlight* and *Auto Train*.

During most of the year, the *Empire Builder* operates with two sleeping cars between Chicago Seattle and one sleeping car between Chicago and Portland. From May through October, these sleeping cars routinely sell out. An analysis performed by our Revenue Management group determined that of all the long distance trains, the *Empire Builder* had the most unmet demand and if a sleeping car were added during peak travel months, would generate the most ridership and revenue.

Adding a sleeping car to this train creates an immediate service problem for the dining car, which is already strained to capacity during peak travel periods. It is the only Amtrak train that actually has a vendor contract with a local restaurant at Havre, Montana, with customers placing orders with the on-board staff for a box dinner received after departure from this station.

To address this service challenge, which would be exacerbated further with the addition of a 4th sleeping car, the proposal would be to utilize available 37000 series Cross Country Café cars as both a sleeping car lounge and an alternate meal service option for our sleeping car passengers.

Operating with a crew of either two or three employees, this new service would actually take pressure off of the dining car by serving 40-50 meals, and also give sleeping car passengers their own lounge space. The result of this service change would be to make the *Empire Builder* service level comparable to the *Coast Starlight* and *Auto Train*, and allow for modest fare increases associated with the higher service level.

The Business case for this proposal is still being developed, and there remain operational challenges that must be resolved before a decision can be made on whether to implement this proposal during FY2013.

6 Performance Improvement Plan for the *Southwest Chief*

6.1 *Southwest Chief* Route Description

Population clusters served by the *Southwest Chief* route.

The *Southwest Chief*, numbered as train 3 westbound and 4 eastbound, operates over a 2265 mile route between Chicago and Los Angeles on a daily schedule. The geography of the route features scenic views of snow capped mountains, Midwestern farms, a Mississippi River crossing, and the painted desert of great Southwest. The train serves 32 cities in 8 states, as well as providing access to the Grand Canyon National Park.

The train's heritage is directly attributable to Amtrak's May 1, 1971, take over of the Santa Fe Railway's combined *Super Chief-El Capitan* operation. The much heralded *Super Chief* dates back

to a maiden run of May, 1937, featuring an all Pullman sleeper equipment consist. The current *Southwest Chief* remains one of Amtrak's fastest long distance trains.

The *Southwest Chief* operates with a normal peak season consist of 9 cars including a baggage car, Transition Dorm/Sleeper, 2 Superliner Sleeping Cars, Sightseer Lounge, Dining Car and 3 Superliner Coaches (one of which is a baggage coach).

Host Railroads: The *Southwest Chief* operates completely over the BNSF Railway except for New Mexico Department of Transportation-owned trackage between Lamy and Dalies, New Mexico, and some terminal trackage in Los Angeles, Kansas City and Chicago.

3	◂ Train Number ▸					4
Daily	◂ Normal Days of Operation ▸					Daily
R 🍴 ✕ ☕ 🧳	◂ On Board Service ▸					R 🍴 ✕ ☕ 🧳
Read Down	Mile			Symbol		Read Up
🧳3 00P	0	Dp	Chicago, IL–Union Station (CT) 🚌 Madison—see back	●♿QT	Ar	🧳3 15P
R3 35P	28	↓	Naperville, IL	●♿QT	↑	D2 42P
4 24P	83	↓	Mendota, IL	○♿	↑	1 19P
4 46P	104	↓	Princeton, IL	○♿	↑	12 58P
5 38P	162	↓	Galesburg, IL–S. Seminary St. 77	●♿QT	↑	12 08P
6 42P	220	↓	Fort Madison, IA (Keokuk)	●♿QT	↑	11 09A
7 51P	298	↓	La Plata, MO (Kirksville)	○♿	↑	9 55A
🧳10 11P 🧳10 45P	437 437	Ar Dp	Kansas City, MO	●♿QT	Dp Ar	🧳7 43A 🧳7 24A
11 52P	477	↓	Lawrence, KS	○♿	↑	5 47A
12 29A	503	↓	Topeka, KS	●♿	↑	5 18A
2 45A	638	↓	Newton, KS (Wichita)	●♿	↑	2 59A
3 20A	671	↓	Hutchinson, KS	○♿	↑	2 19A
5 25A	791	↓	Dodge City, KS	◐♿	↑	12 27A
6 21A	841	↓	Garden City, KS (CT)	●♿	↑	11 17P
6 59A	941	↓	Lamar, CO (MT)	○♿	↑	8 40P
🧳8 15A 🧳8 30A	993	Ar Dp	La Junta, CO	●♿	Dp Ar	🧳7 41P 🧳7 31P
9 50A	1074	↓	Trinidad, CO	○♿	↑	5 49P
10 56A	1098	↓	Raton, NM 🚌 Denver—see back	○♿	↑	4 50P
12 38P	1209	↓	Las Vegas, NM	○♿QT	↑	3 03P
🧳2 24P	1274	↓	Lamy, NM 🚌 Santa Fe—see back	●♿	↑	🧳1 17P
🧳3 55P 🧳4 45P	1341	Ar Dp	Albuquerque, NM	●♿QT	Dp Ar	🧳12 10P 🧳11 42A
7 08P	1514	↓	Gallup, NM (MT)	○♿	↑	8 21A
69 7 50P	1641	↓	Winslow, AZ (MST)	○♿	↑	69 5 39A
69 🧳8 51P 69 🧳8 57P	1699	Ar Dp	Flagstaff, AZ 🚌 Grand Canyon, Phoenix—see back	●♿QT	Dp Ar	69 🧳4 41A 69 🧳4 36A
53 69 9 33P	1730	↓	Williams Jct., AZ (Grand Can. Ry.)	○♿53	↑	53 69 3 50A
69 11 46P	1873	↓	Kingman, AZ (MST) 🚌 Laughlin, Las Vegas—see back	○♿	↑	69 1 33A
12 49A	1940	↓	Needles, CA (PT)	○♿	↑	12 23A
3 39A	2109	↓	Barstow, CA	○♿	↑	9 56P
4 18A	2146	↓	Victorville, CA	○♿	↑	9 10P
5 32A	2193	↓	San Bernardino, CA	○♿	↑	7 59P
5 53A	2203	↓	Riverside, CA	○♿	↑	7 33P
🧳D6 34A	2239	↓	Fullerton, CA	●♿QT	↑	🧳R6 50P
🧳8 15A	2265	Ar	Los Angeles, CA ✈ (PT) 🚌 Las Vegas—see back, below	●♿QT	Dp	🧳6 15P

Current *Southwest Chief* Schedule.

6.2 *Southwest Chief* Ridership Profile (FY 2011)

Annual Ridership (FY 2011)

Coach.....292,975

Sleeper.....61,937

Total.....354,912

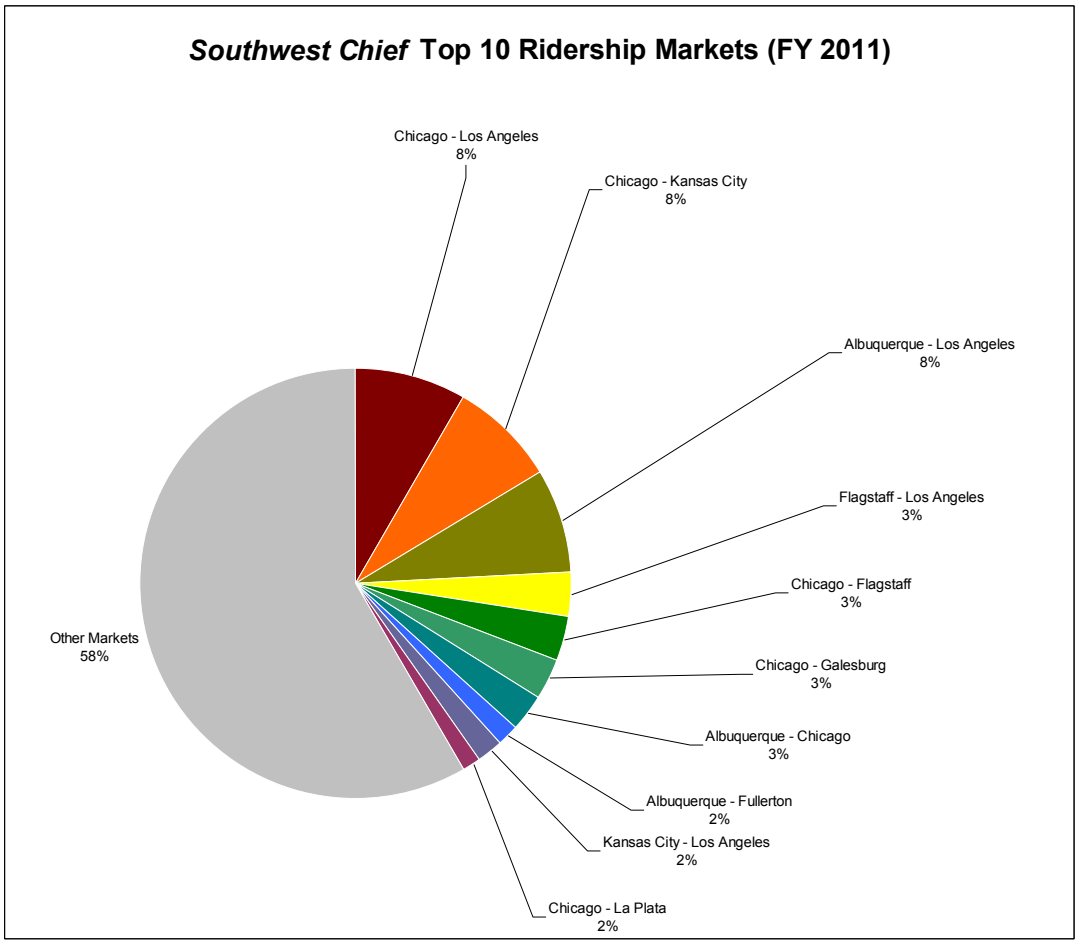
Average Travel Distance

Coach.....798

Sleeper.....1,433

Total.....909

Passenger Miles.....323 million



6.3 Summary of Key Issues to Address for the *Southwest Chief*

The Performance Plan addresses these key concepts:

- Expanding connectivity for the route by creating enhancements that promote new markets and business opportunities.
- Enhancement of revenue generation by creative use of existing resources

6.4 Current Metrics (PRIIA Sec. 207 scores)

Financial and Operating Metrics		
Metric	Current Standard	Score FY12 Q1
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Miles		197
On-Time Peformance and Train Delays		
Metric	Current Standard	Score FY12 Q1
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	-0.4
Endpoint On-Time Performance	80%	69.0%
All-Stations On-Time Performance		52.7%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
BNSF	900 Minutes / 10,000 Train Miles	610
NMDOT		1,077
Amtrak-Responsible Delays	325 Minutes / 10,000 Train Miles	309
Train Delays - On Northeast Corridor	475 Minutes / 10,000 Train Miles	NA
Other Service Quality		
Metric	Current Standard	Score FY12 Q1
CSI- Percent of Customers "Very Satisfied" with:		
Overall Service	82	83
Amtrak Personnel	80	84
On-Board Comfort	80	76
On-Board Cleanliness	80	58
On-Board Food Service	80	72
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Suppplementary Information	0.59
Complaints oper 1,000 Passengers		
Food Related	For Information Only - Provided as Suppplementary Information	0.4
Train-Related		13.83

6.5 *Southwest Chief* Initiatives

Newton-Wichita-Oklahoma City Thruway Bus

A review of overall ridership profile of the *Southwest Chief* demonstrates excess capacity between Kansas City and Albuquerque. Examination of traffic potential in this segment yielded potential sources of ridership in the Kansas/Oklahoma markets. Considerable local planning interest in this potential corridor has been generated by the Northern Flyer Alliance promoting connectivity north from the current end of the *Heartland Flyer* at Oklahoma City.

Market research involving this corridor identified considerable potential for an Amtrak Thruway bus providing connectivity with the eastbound *Southwest Chief* at Newton from Wichita and Oklahoma City for points east and from the westbound *Southbound Chief* to the same geographic points south. Nevertheless, the route itself has a truly multidimensional aspect in that north-south, east-west, local originating traffic flow can all be touched by this proposed service. Cities on the routes of the *Sunset Limited*, *Texas Eagle*, *Heartland Flyer* and *Southwest Chief* could eventually all be interconnected by this bus service.

The metropolitan area of Wichita has a population base of over 630,000, while Oklahoma City has a metropolitan population base of over 1,300,000. Both cities feature several universities as well as demonstrated consistent growth pattern in terms of population and regional economic importance. The bus service is proposed to be modeled on the highly successful California Thruway concept of a dedicated feeder bus operating under the Amtrak Thruway brand and service standard. The dedicated bus would operate exclusively for Amtrak and will hold for late trains.

Due to the performance reliability of the *Southwest Chief* and *Heartland Flyer,* the Thruway service is estimated to work smoothly and successfully in connecting both trains.

The proposal would be to work towards a phased implementation of service based upon:

- Initial *Southwest Chief* connectivity to and from the east at Newton.
- Initial service focus on the major cities of Oklahoma City and Wichita.
- Opening up eventual *Southwest Chief* to *Heartland Flyer* through passenger connectivity.
- Opening up smaller mid-route bus stop locations (e.g. Edmond, Guthrie and Perry).

Benefits of the proposal include:

- Filling of excess capacity on the route of the *Southwest Chief.*
- Testing the corridor demand for possible Heartland Flyer expansion, should the states of Oklahoma or Kansas express interest.
- Establishing Kansas City and Wichita connectivity to Texas.
- Increased route specific revenue.

Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
18,000	$1.834	$ 1.463	$ 0.371

Premium Express Contracted Pallet service between Chicago and Los Angeles

The PRIIA 210 team, working with Amtrak's Program Manager for Baggage and Express, identified a market for small-scale shipments, and consulted an air freight forwarder interested in the service. Revenue is estimated to be $284,000 per year for an anticipated three to six pallets per business day in each direction. There are no incremental costs associated with this proposal as its scope is limited to use of existing resources only.

A maximum of six pallets per trip of the *Southwest Chief* would be loaded into the train's existing baggage car, using existing forklifts and pallet jacks, by employees who currently are dedicated to loading baggage cars for the train (including loading multiple pallets when internal Amtrak shipment needs require it). The pallets would be carried in the baggage car between Chicago and Los Angeles with no care or handling necessary en route. Amtrak would contract with a freight forwarder who would provide the pallets, identify and work with end customers, and deliver the pallets to and from the Amtrak stations in Los Angeles and Chicago.

Revenue to Amtrak is forecast at 25 cents per pound, or $125 per 500 pound pallet. With three to six pallets per weekday in each direction and 21 non-holiday weekdays per month, revenue is estimated at $189,000 to $378,000 per year. For purposes of estimating revenue, Amtrak is assuming an approximate value of $284,000 per year, with no incremental operating costs.

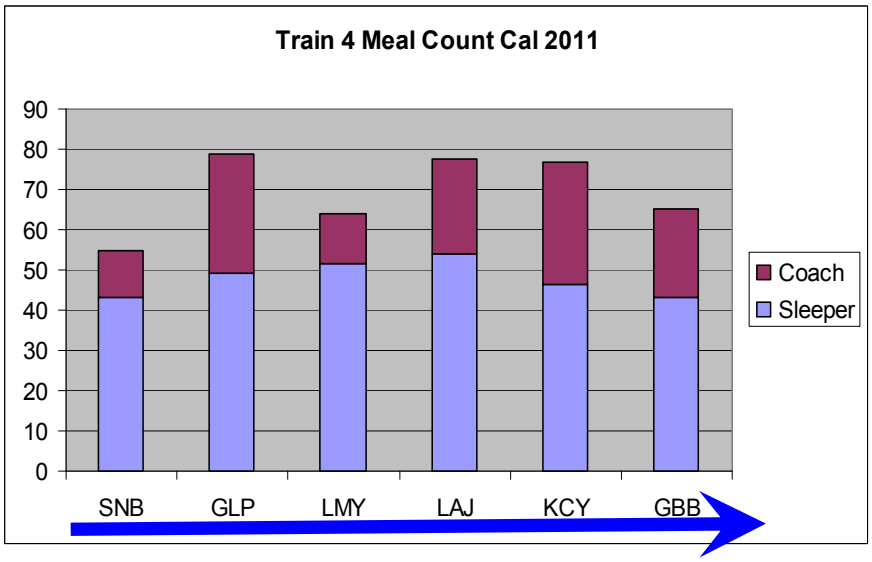
This concept would serve as a means of bringing in an additional revenue stream to this train, especially during the off-peak. By using a highly selective price, space and performance contract approach, Amtrak has no obligations and the impact to current operations is both controlled and can be even further restricted by means of the contracted terms. For example, the handling of contracted express pallets could be exempt during the holiday seasons or as an alternative require a lucrative premium charge for handling of such pallets/containers during this time period.

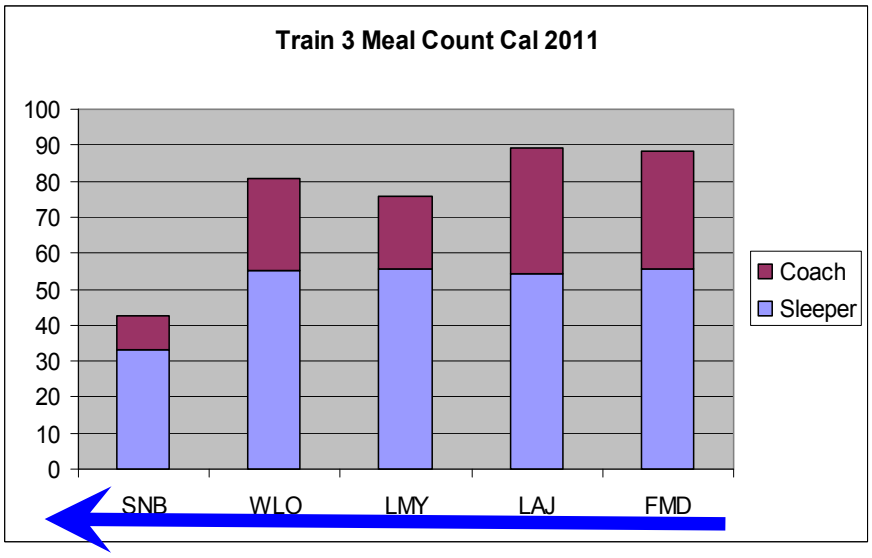
Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
--	$0.284	$ 0.000	$ 0.284

Southwest Chief Food Service Adjustments

A review of Dining Car service on the *Southwest Chief* with Amtrak's Food & Beverage Department uncovered some difficulty serving meals due to the train's arrival and departure at Los Angeles. To enhance dining car service and seating availability to customers, a modified Express Menu featuring the Dining Car's most popular items is being proposed at departure on train #4 from Los Angeles, and a Continental Breakfast is being proposed on train #3 arriving into Los Angeles. The current departure and arrival times in the middle of a meal period makes it difficult for the dining car crew to prepare the complete meals in a timely fashion. On train #3, this is further exacerbated on many days when the train arrives into Los Angeles over an hour early. The recommendations arrived at by a Food & Beverage (F&B) working group for this route included optimization of available resources and a less hectic dining car experience for customers through modest changes to meal periods departing and arriving Los Angeles. This new concept will allow for prompter meal seating at departure from Los Angeles.





Last day breakfast into Los Angeles is frequently hampered by early train arrivals forcing a shortened breakfast seating period, which generally concludes by 7:00 AM at Fullerton. A new continental breakfast menu is proposed to simplify food preparation requirements as well as increase the number of passengers that can be fed before train arrival into Los Angeles. This new menu would feature existing food stock items that do not require the kitchen grill to be used.

Breakfast into Los Angeles currently offers items from the Express menu for this meal. The train is scheduled to arrive 8:15 AM, often arriving almost an hour earlier. Breakfast typically begins before 6:00 AM with a last call by 6:30 AM to accommodate closing, cleaning and paperwork

closeout for the Los Angeles arrival. Even though, according to current dining car counts, this meal serves under half the number of passengers of other meal periods during the trip, the compressed schedule results in an extremely crowded, hectic meal period for both crew and customers. Borrowing from the *Auto Train* concept, this proposal will convert this meal period into a continental breakfast in order to extend the meal service to a later time, and to increase table turn rates. Team observations of this meal period suggests that such a concept would relax the hectic pace of the current breakfast by decreasing the time compression stress on the galley and service staff and increase table turn rates, since the nature of a continental breakfast gracefully results in shorter eating time without rushing, and drastically decreases the amount of time to prepare and serve food. Since the galley will not be required, or only minimally so, cleanup can be minimized.

These modified meal offerings will allow for faster and more efficient meal service on the *Southwest Chief* for arrival and departure from Los Angeles. The recommendations include optimization of available resources to promote a less hectic dining car experience for customers through modest changes to meal periods departing and arriving Los Angeles. Amtrak is sensitive to the dining preferences of long-distance passengers, and will monitor these changes to ensure they do not adversely affect quality of service.

Lastly, while not possible to complete for this report, the working group desires to continue evaluation of the merits and the possibility of seasonal service level demand adjustments to the food service. Such off season adjustments could make possible time for additional staff training and opportunities for detailed food service related maintenance on dining cars.

6.6 Initiatives Examined but not Included in the Plan

Williams, Arizona & Grand Canyon Connectivity

Williams Junction, which is Amtrak's station stop closest to the main entrance of the Grand Canyon National Park, is located at a rural location approximately five auto miles outside of Williams, Arizona. Approximately 8,000 passengers a year use Williams Junction which is operated in a partnership with the Grand Canyon Railroad (GCR), whereby a GCR shuttle bus transfers passengers from the shelter at Williams train station to the open air boarding platform at Williams Junction. Likewise, arriving passengers are taken by shuttle bus back to the downtown Williams GCR train station. One distinct limitation of the current arrangement has

been the inability to transfer checked luggage at this location. Amtrak's national program to improve station platforms for ADA accessibility will result in the construction of a vastly improved boarding location in 2013. In that regard, to promote park connectivity and ridership growth, Amtrak will examine the feasibility of offering some type of checked baggage service to Williams Junction, beginning in FY14.

Schedule Enhancements

The current 6:15 PM departure for Los Angeles is problematic with respect to commuter rail conflicts and routine dispatching conflicts occur. Likewise, Market Research has identified the need to arrive later into Williams Junction to promote Grand Canyon traffic. These changes are being contemplated while protecting the Kansas City morning connection from train 4 to train 314, the *Missouri River Runner.* Amtrak hopes to work with the BNSF Railway to implement a schedule that addresses these concerns while maintaining the high performance of the *Southwest Chief*, but at the time of this report, these negotiations are incomplete.

Other Initiatives Examined

As part of the overall PRIIA 210 effort, Amtrak undertook a review of several other initiatives for the *Southwest Chief* Route. These included:

- **Auto Rack service on the *Southwest Chief*.** Amtrak undertook an analysis to see if it would be feasible to add Auto Rack service to parts or all of the Southwest Chief route. This included a review of western terminuses at Albuquerque, Flagstaff, Barstow, and eastern terminuses at locations such as Naperville and Galesburg. The overall financial estimates were not favorable.
- **Cut-off cars between Los Angeles and Williams Junction** on the *Southwest Chief*, to take advantage of demand to the Grand Canyon. This was determined to be financially unfeasible.
- **Increased private car movement solicitation** and constructing a private car handling facility in Chicago. This was determined to be out of scope of the project.
- **A fueling analysis to review the cost** of replacing fueling at Argentine Yard with a fuel truck at Kansas City. The current practice was determined to be the most economical.

6.7 Initiatives Still Under Review & Analysis

Additional Coach Capacity between Chicago and Kansas City

Amtrak reviewed the feasibility of adding additional coach capacity on the Southwest Chief between Chicago and Kansas City, a market where the train is significantly faster than driving. The initial review did not produce favorable financial results, but Amtrak is working to further refine the time period to include peak summer months and holiday periods, and anticipates a more favorable result, allowing implementation in FY13.

La Junta-Pueblo-Colorado Springs-Denver Thruway Service

The Colorado Department of Transportation (CDOT) has expressed interest in partnering with Amtrak to extend the CDOT-funded Denver-Pueblo bus service to La Junta to connect with the *Southwest Chief*. This potential Thruway cooperative agreement would cover a shared bus route along Colorado's Front Range providing the growing cities in Colorado's Front Range of Pueblo, Colorado Springs and Denver with eastward connectivity on the *Southwest Chief* through La Junta, Colorado. Such a route would open up, for the first time, the Kansas City and St. Louis markets to the Colorado Front Range Cities.

Amtrak has determined that a Thruway service designed solely to take passengers to and from the train at La Junta would result in a negative financial contribution to Amtrak. However, if Amtrak were able to establish an agreement with CDOT where CDOT funds the cost of such a service, the connection could be provided to be at least financially neutral to Amtrak while enhancing mobility and connectivity. CDOT maintains that it can achieve operational economies and ridership numbers that would make this Thruway concept viable. Amtrak will pursue further discussions with CDOT to develop this connecting service.

7 Initiatives Common to All Routes

Amtrak is undertaking a set of operational improvements that will benefit all of the routes covered by this plan. These initiatives range from modifying several equipment types to carry more passengers, to improving the economics of food service and addressing the comfort of passenger coaches.

In accord with Section 222 of PRIIA, over a year ago Amtrak issued an On-Board Service Improvement Plan that discusses many of the initiatives summarized below. The plan is available on Amtrak's website (www.amtrak.com) under the "Inside Amtrak" and "Reports and Documents" links.

7.1 Equipment Modifications

Amtrak is taking steps to modify two types of Superliner equipment, in order to increase revenue-generating capabilities.

- Superliner Coach
- Superliner Transition Dorm/Sleeper

Modify Coach seating pitch on all Superliner Routes

Superliner coaches, which operate on all Western routes in addition to the *Capitol Limited*, *City of New Orleans*, and *Auto Train*, have a pitch (distance between) of 50-52 inches between each row of seats. This is generous by any comparison to other forms of transportation, and is so spacious that it actually generates some customer complaints because the tray table in the back of each seat, when extended, is too far from the customer for easy use.

With minor modifications to overhead reading lights, the seat pitch can be slightly reduced to 46-48 inches between rows of seats, still extremely spacious and comfortable for customers, while giving Amtrak the opportunity to add a row of seats (two on each side of the aisle) to every Superliner Coach. This would increase Superliner Coach Capacity from 74 to 78 on a regular coach or 62 to 66 on a Snack or Baggage Coach. During peak travel periods, when most trains are sold out in coach, this would provide from 8 to 16 additional seats for sale (depending on the consist size of the train). This change would be equivalent to adding 9-10 additional Superliner Coaches to Amtrak's fleet.

The annual net revenue benefit is estimated at $1.8m, with most of the benefit coming from the peak travel months of May - September. This proposal is particularly compelling is that it can be accomplished at minimal cost, as the seat pitch change and reading light modifications can be accomplished during the car's four-year overhaul at Beech Grove, and the proposal has no impact on either on-board staffing or labor costs.

Superliner Transition Sleeper/Dorm Modifications to Increase Capacity

The PRIIA 210 team proposes converting the lower level of the Transition Sleeper/Dorm cars (currently crew/storage space) to a bedroom configuration, increasing the number of rooms for sale in these cars from 4 to 15. All Superliner trains operate with one of these cars, which have a unique design that allows passage between Superliner cars at one end, while also allowing access to single level cars at the other end (usually a baggage car). They also have a unique room configuration, with 15 roomettes, a room upstairs known as the Conductor's room, a room known as the Chief's room, and on the lower level, a large open lounge area with two tables, and 4-5 restrooms. On most trains, the current practice is to reserve 6-10 rooms for the on-board crew, up to four rooms for sale to the public, and also up to four rooms in Business Travel status (BT rooms can be booked 24 hours in advance by all pass riders).

The equipment modification being proposed would add 10 additional rooms for sale, mostly on the lower level (4 roomettes, one Family Room, and one Accessible room), while also adding 5 additional rooms for sale on the upper level (4 from the BT group, and 1 from the conversion of the Conductor room). Further changes include the re-location of the Conductor's Office to the former Chief's Room, thereby maintaining a crew work area. A majority of the cars already have an unused ADA Accessible room on the lower level, and this change would ensure that 100% of the Transition Sleeper have the ADA Accessible room. These changes would apply to 38 of the current 41 active Transition Sleeper/Dorm fleet (with the exception of the cars assigned to *Auto Train*).

The service currently provided to the public in the four rooms mentioned above is very difficult to accomplish, in part because there is no employee assigned to this car and all services must either be provided by the sleeping car attendant in the adjacent car, or a coach attendant, who could be located as much as 6 cars away. It is the educated opinion of almost all of the on-board

employees as well as management that the quality of service provided to customers in these cars is sub-standard at best.

The PRIIA 210 team recommends a re-design these cars, to achieve three objectives:

- Increase sellable capacity in the Transition Cars through a series of changes to the car that will increase capacity from 4 rooms for sale up to 14.
- Dramatically improve service to customers in these cars, in large part because the new service plan for these cars includes an attendant based in the car when demand warrants (and whose costs are recovered by the increased revenue provided by the 10 additional rooms for sale.)
- Reduce costs during off-peak periods on certain trains by allowing for the operation of one Transition Sleeper and one Superliner sleeping car (most Superliner trains operate two traditional sleeping cars, plus the Transition Sleeper, year round, even with low occupancy percentages) a reduction in consist of one car and a better match of demand and consist levels.

There are significant capital costs associated with these changes, and Amtrak plans to do further analysis before moving forward with them. Given the limited fleet size, this change represents one of the very best opportunities for revenue and ridership growth on certain long distance trains, without actually adding equipment to the existing Superliner fleet.

7.2 Schedule Improvements

As part of the overall review and analysis, the PRIIA team worked with the Transportation and Host Railroad groups to review schedules for the various routes. For two of the five routes, the *Coast Starlight* and *Southwest Chief*, minor schedule adjustments were contemplated to help improve all stations and overall on-time performance. At publication time, these schedules were still in negotiations with the Host Railroads.

7.3 Customer Service Improvements

Expansion of Service Excellence Program

Beginning in FY2011, Amtrak launched an innovative and transformational initiative known as Service Excellence. Using the *California Zephyr* for the pilot program, the focus was placed on a combination of employee engagement and empowerment; targeted training focused on finding effective ways to prevent and/or resolve customer dissatisfaction; and the creation of interdepartmental work teams that identify barriers or challenges preventing employees from achieving service excellence, and then develop solutions or improvements for all of these issues.

The results have been impressive, both in terms of improvements in customer satisfaction scores since the completion of the training program, and in the response and enthusiasm levels of employees who work on this train, as well as those who support the train in critical areas (Transportation, Mechanical, Marketing, and Aramark (Food Service Contractor). With the program fully rolled out on the *California Zephyr*, the management and employees working on the *Empire Builder* and the *Southwest Chief* (two of the five trains under PRIIA review this year) have asked for an expansion of the Service Excellence program to their trains during FY13.

It should be noted that this program is not primarily a training program, but rather a change in the way we do business, with the most significant change being a significant increase in employee empowerment on a permanent basis. Unlike many previous training programs at Amtrak, which have a start and end date with very little long term impact, this initiative is permanent, and is largely modeled on many of the same principles used in our Safe-2-Safer initiative.

Customer Service Performance Metrics Integrator

Amtrak's Customer Service Performance Metrics Integrator (CSPMI) program is a new business intelligence system that allows managers and supervisors to closely monitor customer satisfaction with crews and train equipment, allowing Amtrak to identify and address specific problem areas and the root causes of customer dissatisfaction. This system can track information at the individual crew and train level. It integrates customer satisfaction databases with databases that track train equipment and crew assignments, so satisfaction can be tracked by date, crew, and train equipment. Managers can also track improvements in customer satisfaction after corrective actions are taken.

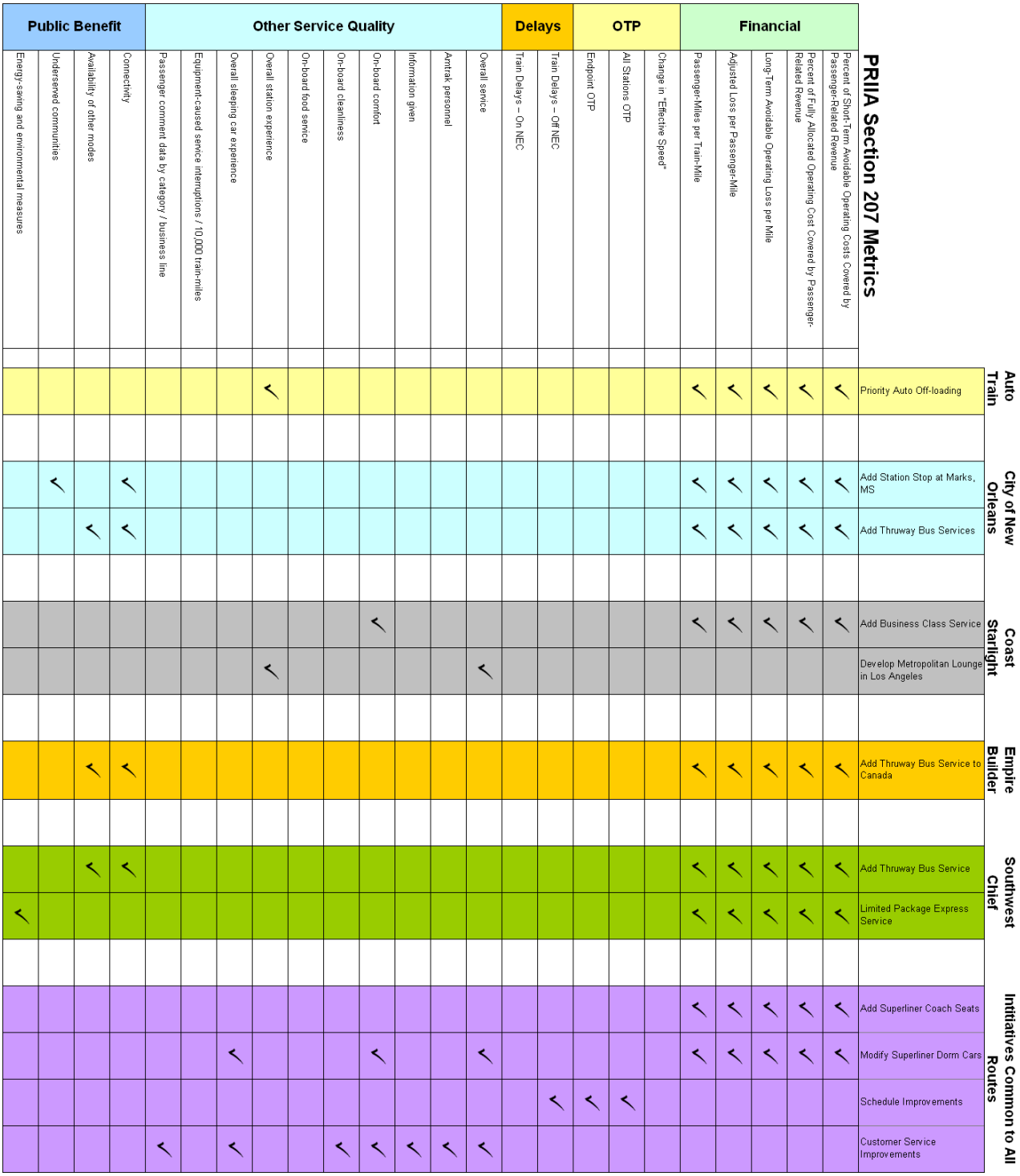
To help drive on-board customer service improvements, CSPMI produces daily crew briefing reports that provide managers with lists of complaints and praise received by Amtrak since the crew's previous departure from their base. Managers can review these with the crew members while the incidents are still fresh in their minds. In addition, CSPMI provides managers with a monthly report that compares a route's performance by crew couplet and highlights the top-performing crew members. This is intended to encourage positive competition between crew couplets, build teamwork, and identify crew couplets needing additional management coaching.

Amtrak expects this new approach will improve customer satisfaction with on-board service across the system. The ultimate goal is an improvement in personnel-related CSI scores.

8 Appendix

The following tables indicate which Performance Plan Improvement initiatives address the nine criteria specified in Section 210 of PRIIA and the performance metrics established under Section 207 of PRIIA.

Initiatives		PRIIA Section 210 Performance Improvement Plan Criteria								
		On-time performance	Scheduling, frequency, routes and stops	Feasibility of restructuring service into connected corridor services	Performance-related equipment changes and capital improvements	On-board amenities and service, including food, first class and sleeping car services	State or other non-Federal financial contributions	Improving financial performance	Anticipated Federal funding of operating and capital costs	Other areas affecting financial, competitive, and functional route performance
Auto Train	Priority Auto Off-loading			Found Not Feasible	✓	✓		✓	✓	✓
City of New Orleans	Add Station Stop at Marks, MS		✓	Found Not Feasible		✓		✓	✓	✓
	Add Thruway Bus Services		✓		✓	✓		✓	✓	✓
Coast Starlight	Add Business Class Service			Found Not Feasible	✓	✓		✓	✓	✓
	Develop Metropolitan Lounge in Los Angeles				✓	✓		✓		✓
Empire Builder	Add Thruway Bus Service to Canada		✓	Found Not Feasible		✓		✓	✓	✓
Southwest Chief	Add Thruway Bus Service		✓	Found Not Feasible		✓		✓	✓	✓
	Limited Package Express Service							✓	✓	✓
Initiatives Common to All Routes	Add Superliner Coach Seats			Found Not Feasible	✓	✓		✓	✓	✓
	Modify Superliner Dorm Cars					✓		✓		✓
	Schedule Improvements	✓								✓
	Customer Service Improvements					✓		✓		✓


Financial
OTP
Delays
Other Service Quality
Public Benefit
PRIIA Section 207 Metrics
Percent of Short-Term Avoidable Operating Costs Covered by Passenger-Related Revenue
Percent of Fully Allocated Operating Cost Covered by Passenger-Related Revenue
Long-Term Avoidable Operating Loss per Mile
Adjusted Loss per Passenger-Mile
Passenger-Miles per Train-Mile
Change in "Effective Speed"
All Stations OTP
Endpoint OTP
Train Delays – Off NEC
Train Delays – On NEC
Overall service
Amtrak personnel
Information given
On-board comfort
On-board cleanliness
On-board food service
Overall station experience
Overall sleeping car experience
Equipment-caused service interruptions / 10,000 train-miles
Passenger comment data by category / business line
Connectivity
Availability of other modes
Underserved communities
Energy-saving and environmental measures
Auto Train
Priority Auto Off-loading
City of New Orleans
Add Station Stop at Marks, MS
Add Thruway Bus Services
Coast Starlight
Add Business Class Service
Develop Metropolitan Lounge in Los Angeles
Empire Builder
Add Thruway Bus Service to Canada
Southwest Chief
Add Thruway Bus Service
Limited Package Express Service
Initiatives Common to All Routes
Add Superliner Coach Seats
Modify Superliner Dorm Cars
Schedule Improvements
Customer Service Improvements