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Description of document: National Railroad Passenger Corporation (AMTRAK)
Amtrak Ink Monthly Newspaper for and by Amtrak
Employees, 2006-2010

Requested date: 25-February-2016

Released date: 17-March-2016

Posted date: 04-April-2016

Source of document: FOIA Request
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VIA MAIL

March 17, 2016



Re: Freedom of Information Act Request

We are further responding to your February 25, 2016 request for information made under the Freedom of Information Act (FOIA), which was received by Amtrak's FOIA Office on March 1, 2016.

Your request seeks a copy of the publication Amtrak Ink published between October 2006 and December 2015.

As information, you can find Amtrak Ink publications from 2011-present on www.amtrak.com under documents.

Please find enclosed on CD Amtrak Ink publications from 2006-2010.

Your request has been classified as category IV – that is, a request other than for commercial-use from a representative of the news media, or from an educational or non-commercial institution. Requesters in this category receive the first 100 pages of duplication and the first 2 hours of search time free of charge. Thereafter, requestors are charged \$38.00 per hour for search time and 25 cents per page for reproduction of records. There is no charge for processing your request.

If you have any questions regarding the processing of your request, please feel free to contact me at (202) 906-3741 or via e-mail at Hawkins@amtrak.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Sharron Hawkins", with a long horizontal flourish extending to the right.

Sharron Hawkins
Lead FOIA Specialist

Enclosure

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 11 · Issue 1 · January 2006



Thanksgiving Revenues Contribute to Strongest Month Ever

Boosted by heavy travel during the Thanksgiving holiday week, ticket revenues in November broke two records — the highest ticket-revenue-producing month and the highest ticket-revenue-producing Thanksgiving week.

Total ticket revenue for the month topped \$119.2 million, an increase of 13 percent over last November, proving that the recent fare actions in October are delivering the desired results. Ridership of more than 2.08 million passengers also topped last November's number by 3 percent.

What made this record revenue month possible? Three factors contributed to November's bottom

line. First, extra attention was paid to assign equipment to the expected peak holiday travel times. Next, the newly implemented revenue-management pricing strategy for *Regional* trains generated additional revenue. During peak Thanksgiving holiday travel days (Tuesday, Wednesday and Sunday), most *Regional* trains that were virtually sold out. And finally, the fare increases introduced in October produced results systemwide.

"These pricing initiatives, combined with right-sizing our trains, allowed us to maximize

revenue opportunities," said Barbara Richardson, vice president, Marketing and Sales.

Ticket revenues collected by the company for Thanksgiving week,

than last year. The results were particularly strong in the Northeast Corridor on *Regional* trains. Ridership nationally resulted in 591,000 trips, about even with last year.

Top Five Routes (Ticket Revenue)	November 2005	vs. November 2004
<i>Regionals</i>	\$37,189,725	+22%
<i>Acela Express / Metroliner</i>	\$29,449,311	+2%
<i>Auto Train</i>	\$4,012,966	+14%
<i>Pacific Surfliner</i>	\$3,455,242	+10%
<i>Empire Builder</i>	\$3,251,879	+27%

For the month, overall ticket revenues collected on short-distance and corridor trains rose 14 percent over last November and ridership increased almost

the period from Tuesday, Nov. 22 through Monday, Nov. 28, totaled \$37 million — 14-percent higher

7 percent. Notable increases in November included *Regional* trains that produced ticket revenue

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Simplified Dining Service Begins on Four Trains

A change to Amtrak's long-distance food service aboard four trains is just the most visible part of a comprehensive plan that is underway to reduce Amtrak's operating loss. Earlier this year, it became clear to Amtrak that it could lose as much as \$120 million on its passenger food service in FY '06 unless it undertook substantial reforms.

As added emphasis that effective reforms needed to be adopted, an amendment to Amtrak's federal operating grant enacted into law at the end of November stated that the railroad must successfully reduce this loss or face the possible removal of food service from trains.

But the food service reform effort has been in full swing at Amtrak since this summer on three initial fronts.

First, to provide itself with better overall control and oversight of the food service operation, Amtrak negotiated a new contract with Gate Gourmet, the provider of most on-board food. The contract

While the changes to the Gate Gourmet contract will reduce the operating loss across the network, a new simplified dining service was introduced in December and is now in place on four trains: the

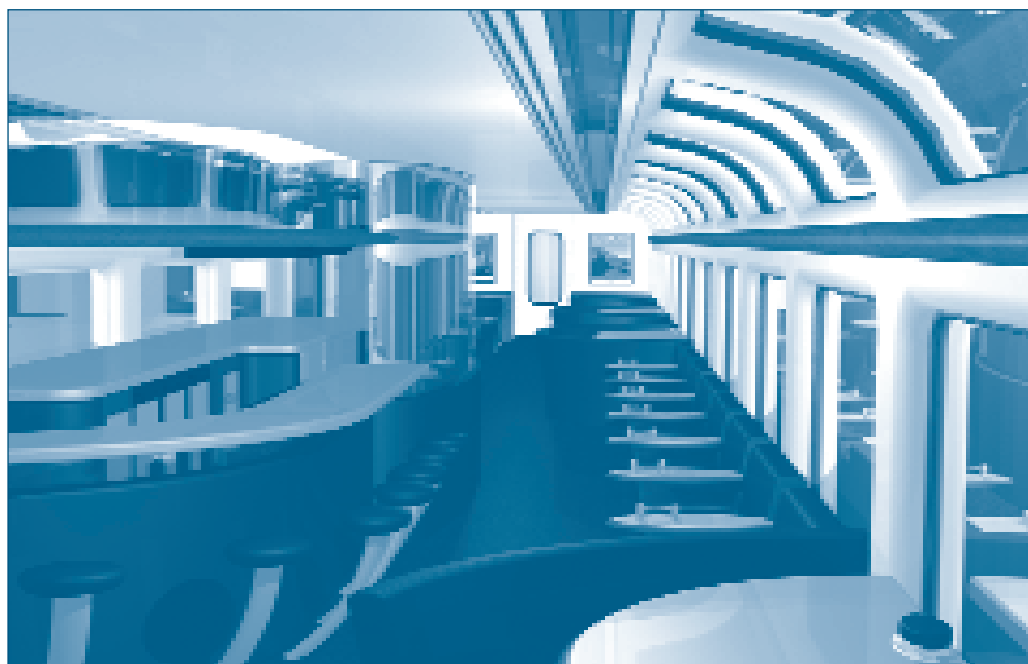
minimal on-board preparation. The meals are heated in an oven and are served on attractive, disposable dinnerware with linen napkins and stainless steel flatware. With no cooking and less preparation and dish washing, smaller crews are required.

"By modifying the food service this way, Amtrak continues to provide a high-quality meal without the more labor-intensive cooking preparation," said Tom Hall, senior director Commissary Operations. Instead of requiring a base crew of five in the dining car on these trains, this simplified dining service approach necessitates three employees in the diner.

In addition to in-person briefings, crews aboard the four trains have been provided a set of training materials that include a service guide and a video to ensure that the transition is successful.

As a third major initiative to better control food service costs, in FY '07 Amtrak plans to put into service new diner-lounge cars replacing current dining cars and lounge cars. These cars will make it

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While only serving as one of many preliminary conceptual designs, this rendering of a reconfigured Superliner food service car reflects some of the seating options envisioned.

puts in place new financial controls and performance measurements, as well as capping some costs and offering incentives for efficiency and cost reductions.

Texas Eagle, City of New Orleans, Capitol Limited and Sunset Limited.

The new dining service features fully prepared meals that need

TRAIN OF THOUGHT

Welcome to 2006 — this year is going to be a busy one for Amtrak and I want to share with you the reasons why. Over the course of the coming year, I plan on addressing the many steps we're taking to accelerate the pace of reform within Amtrak.

Some of these measures were set forth in the Strategic Reform Initiatives published nine months ago. But as much as this document laid the foundation for reform, it is an organic, living document that will change as reforms are implemented and new avenues of reform are developed.

I don't believe in making changes for the simple sake of reform itself, but because there's a great deal of how we work today that is financially unsustainable in the long run. If we do not speed the pace of our reforms, others will step in and dictate those changes to us.

One area that will see considerable reform is food and beverage. As you know by now, we've begun modifying the way we provide food and beverage service on four long-distance trains. Our purpose is to reduce the loss we incur on those trains. While cost reduction is our goal, that doesn't mean inferior service. Ultimately, the vision for a number of our long-distance trains

is to run one multi-purpose food service car that caters to passengers' palates regardless of the time of day, maintaining our service standards, but utilizing smaller crews.

While we're making changes to the way we provide food and beverage on some trains, we're also going to look at other ways to improve customer experience. We can accomplish this in a number of ways; including making sure that the equipment we're running is in good shape. For example, we'll be ensuring that when there's an equipment failure, we know how it happened, why it happened, get it fixed and make sure that it doesn't happen again.

This year will also be a busy one because we are seeing more passengers than ever before. Through the first two months of the fiscal year, ridership was up 3 percent overall against last year. We had the highest revenue-generating month on record in November, evidence that the revenue management and fare changes are adding up the way we had hoped.

On a final note, I'll be traveling to California this month with Bill Crosbie and Vince Nesci to take a close look at all of our West Coast



David J. Hughes

operations. I look forward to getting a firsthand look at the service as well as having the opportunity to meet the employees there.

In the meantime, keep operating safely and professionally.

Focus on Safety Results in Record-Low Injury Rate in FY '05

Amtrak closed out FY '05 with the fewest number of on-duty employee reportable injuries ever recorded by Amtrak in a fiscal year. Despite the record, the company finished the fiscal year with a 3.6 ratio against a 3.3 goal, based on the number of reportable injuries for every 200,000 hours worked.

Reportable injuries are those that require medical treatment exceeding first aid or that result in restricted duty or time away from work.

Of particular note is a 5-percent drop in the number of passenger injuries in FY '05, a year when the company achieved record ridership. Safety Superintendent Bob Noonan credits Amtrak's operating departments for their leadership and the high level of personal

involvement and rule compliance manifested by the work force.

"Focus on safety-related behaviors, effective communication strategies and quality job briefings and planning sessions all contributed to help reduce injuries," said Noonan. "This positive trend is evidence of our commitment to safety and the way we conduct business. Our on-board and station personnel are skilled at identifying at-risk behaviors and intervening quickly and effectively."

Leading major operating departments with an overall lowest reportable-injury ratio

President's Safety Contest Winners for FY '05

Department	Division	Ratio
Engineering	West Division	0.0
Transportation	New York Division	2.6
Mechanical	New York/New England	1.8
Commuter	VRE (Mid-Atlantic Division)	0.9

for FY '05 was the Engineering department, with a 2.5 ratio (versus a 3.7 goal). The Transportation department finished the year with a 3.1 ratio (versus a 3.3 goal), while the Mechanical department ended the year at their goal of 4.2.

President's Safety Contest awards are given each year to recognize the best division performance within each of these Operating departments as well as the strongest commuter operation.

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FRONT LINE FOCUS

Amtrak Ink

Vol. 11, Issue 1, January 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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for Amtrak Employees

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Contract Yields Tighter Controls, More Amtrak Flexibility

Amtrak embarks on a new contract with Gate Gourmet this month that overhauls the way Amtrak conducts its food and beverage operations. Following months of lengthy discussions between senior management of both companies, the agreement replaces the previous contract, expands Gate Gourmet's scope of work and makes fundamental changes to the business and legal terms of the relationship.

The new agreement gives Amtrak better control and oversight of its food and beverage operations by implementing financial and performance measurement and accountability mechanisms, expanding and clearly defining Gate Gourmet responsibilities, capping costs, offering incentives for efficiency and cost reduction, and providing Amtrak the flexibility to pilot the outsourcing of food and beverage operations.

The new contract also addresses the requirement to meet food and beverage efficiencies, as mandated by Congress in the FY '06 appropriations legislation: "...The corporation is directed to achieve savings through operating efficiencies including, but not limited to, modifications to food and beverage and first class service." The legislation also states that if the U.S. DOT Inspector General cannot certify that Amtrak has achieved operational savings by the summer that "none of the funds in this Act may be used after July 1, 2006, to subsidize the net losses of food and beverage service and sleeper car service on any Amtrak route."

"By leveraging the provisions of the new contract, we intend to aggressively move forward in FY '06, making significant inroads in reducing this loss as directed in our federal appropriation," said Senior

Vice President Operations Bill Crosbie.

The previous contract with Gate Gourmet was set to expire on Sept. 30, 2006. The new agreement was approved by the board of directors in mid-November and approved by the Federal Railroad Administration later that month.

"This new contract puts Amtrak in a much better position to manage and reduce food and beverage operating costs, while paving the way for some of the strategic initiatives we want to explore in the food and beverage arena,"

"The new arrangement makes it a direct interest of the vendor to keep Amtrak's costs down."

Tom Hall, Senior Director of Commissaries and Contract Food and Beverage

explained Emmett Fremaux, vice president of Customer Service.

On its own, the contract is expected to yield some degree of cost savings by creating incentives for Gate Gourmet to reduce food stock and operating costs, although the bulk of the food and beverage operation's costs come from Amtrak's labor expenses. The agreement is expected to promote operating efficiency in commissary functions and to put Amtrak in a position to test service alternatives that could result in additional cost cutting.

The agreement provides a much shorter initial term than the previous seven-year contract (with a five-year extension option) and includes two, two-year extension options. The initial term of the contract coincides with the Customer Service department's plans for redefining overall

customer service priorities while improving the food and beverage bottom line.

The detailed agreement makes Gate Gourmet responsible for procuring all on-board stock and non-consumables and assigns the vendor accountability for inventory, significantly expanding the functions for which the vendor is responsible. Gate Gourmet manages the provisioning levels (known as PAR levels) that determine the amount of stock placed on trains, and assumes greater responsibility for condemnation.

In the past, Amtrak determined the PAR levels, and as a result was responsible for the monetary loss incurred on condemned products.

An incentive mechanism based on performance goals set by Amtrak is expected to drive more efficient operations. The incentives are self-funding, in that the budget for them comes directly from the savings achieved by Gate Gourmet as a result of its labor efficiencies, lower expenses in the procurement of stock and reduced condemnation.

"By expanding Gate Gourmet's responsibilities and tying those activities to financial incentives, the new arrangement makes it a direct interest of the vendor to keep Amtrak's costs down," said Tom Hall, senior director Commissaries and Contract Food and Beverage.

The new contract also opens the door for Amtrak to consider other food and beverage options on the

Northeast Corridor. The terms of the old agreement granted Gate Gourmet exclusive rights to support food and beverage operations on all trains, with the exception of state-supported trains; a constraint that may have precluded Amtrak from pursuing relationships with vendors who could provide on-board food and beverage service alternatives to the commissary operation.

Fremaux added that having the flexibility to test service models for outsourcing advances the opportunity for Amtrak to reduce its annual food and beverage service costs, while also exploring options for increasing on-board sales and improving service to customers using Amtrak employees.

In exchange for Gate Gourmet's providing Amtrak the right to experiment with vendor-provided food service on corridor trains, Amtrak will work with Gate Gourmet and a third-party hospitality partner, such as those that manage restaurants and food and beverage service at stadiums and hotels, to pilot outsourced food and beverage service on a long-distance train. The idea is to test new business models that may provide lower-cost, better customer service, and higher revenues than Amtrak's current long-distance food service — for which costs exceeded revenues by nearly \$100 million in FY '05.

Under the terms of the agreement, the fixed fee that Amtrak pays Gate Gourmet is locked in for the three-year life of the agreement. In contrast, the compensation model contained in the past agreement required Amtrak to reimburse Gate Gourmet for all of its costs, plus 5 percent of that cost and included no performance metrics or incentives for the vendor to drive Amtrak's costs down.

To keep tight control of the finances, all purchases and payments are authorized, tracked and audited by Amtrak using the eTrax procurement system. Using eTrax, Amtrak pays all food stock invoices directly, rather than advancing funds to Gate Gourmet to pay for commissary supplies. Past practice involved advancing large monthly payments to the vendor, resulting in weak oversight and leaving Amtrak vulnerable to significant financial exposure. In the new contract, payments to Gate Gourmet are advanced on a weekly, rather than monthly, basis.

Engineering Top Performers

"Safe, reliable, economical, smart," reads the Engineering Excellence Award held by Mid-Atlantic Division Engineer Joe Guzzi (center) for that division's accomplishments in FY '05. Guzzi and his division's employees were honored by Acting CEO David Hughes (then chief engineer) (left) and Acting Chief Engineer Bruce Willbrant (then deputy chief engineer) at an event in Philadelphia this fall.

The Mid-Atlantic Division's Engineering employees came first among other on-corridor Engineering teams for improving performance over FY '05 goals, based on four criteria: safety, financials, customer service and management. The West (encompassing the Pacific and Southwest divisions) beat out the Central Division for the same award for off-corridor goals.

The Engineering department's FY '05 Corps of Near Engineers prize went to Senior Vice President Operations Bill Crosbie, Human Resources Vice President Lorraine Green, Labor Relations Director Rick Palmer and Material Disposal Manager Betty Ann Hastings. The award is bestowed upon non-engineering employees who help support Engineering department goals.



Dear Amtrak Co-workers:

Since arriving in Chicago in August of last year as the master mechanic, I've found that the position has presented many challenges. As a long-time railroader who had never worked outside of the North-east Corridor, I learned early and often that things were a little different in Chicago.

First, Chicago maintains a wider variety of equipment than other parts of the system. We take care of everything from the appliance-laden bi-level dining cars on the long-hauls to the much simpler commuter-type Horizon equipment that carries our passengers between Chicago and Milwaukee every day.

The weather is another big difference. I noticed right away the extremes that have to be dealt with on a daily basis. From a record high in August of 107 degrees, to a day like today in December when it's 1 degree outside, dealing with such extremes in temperature puts a big demand on the equipment and plenty of pressure on the workforce to maintain its performance.

This brings me to the employees — far and away the most valuable asset in Chicago. Among them, I would like to cite and congratulate our President's Achievement Award winner Phil McCaig for his commitment to excellence and the improvement of Amtrak. He was recognized for working above and beyond all expectations. I also want to recognize and appreciate the exceptional job each and every Chicago employee performs daily. They meet the challenges of the operation and overcome Mother Nature's harsh realities all year.

Now, I'd like to tell you a little bit about what we do in Chicago and the facilities in which we work. There are four areas in Chicago with major roles. At the station, or what is commonly referred to as CUS, we receive 16 short-haul trains daily and eight long-hauls. Our Mechanical team will either service, clean, inspect and/or repair them at the station for one of the 16 daily departures. If needed though, we may send the equipment to the 14th Street shops for a more extensive inspection and servicing process.

Chicago Union Station is shared with METRA commuter services. Due to limited track space and crowded conditions, we are challenged daily to perform on-time departures and to move trains back and forth to the repair facilities.

The major operating functions working in CUS are mechanical, transportation, on-board services and the commissary. Together, we have been able to improve coordination of our responsibilities. This effort paid off in FY '05 with a terminal on-time performance improvement of 5 percent over last year.

The second area is the 14th Street Yard — a major hub of activity. It is a full-service maintenance facility; complete with a Service and Inspection facility, car repair shop and a departure yard. It is manned 24/7 and is responsible for train dispatchments, car repairs (both running and major) and program work such as the four-year (Clean, Oil, Test & Stencil) COT&S and backlog preventative maintenance (PM) work from our Brighton Park facility.

The Service and Inspection building is a full-service location with deep pits, 480-volt standby power, water, and toilet servicing equipment. The building is able to hold two long-haul trains that can be worked on simultaneously. All trains that come to the yard are serviced through this building, enabling the trucks to be fully de-iced and quality CFR 238 inspections to be performed. Being able to move an entire train

indoors and out of Mother Nature's clutches makes a big difference in January and February.

Brighton Park is our third facility. Originally built in the late 70s to house and maintain the turbo train, the facility was sitting idle and unmanned until recently.

As Amtrak increased its attention on the PM program, it was decided that Brighton Park would play a vital role in the revitalization of the work. Specifically, the program performs a 92-day cycle preventive maintenance on 166 bi-level Superliners, 82 low-level Horizon cars, and 10 Amfleet cars. Candidly, production was slow upon start-up, but under Assistant Superintendent Richard Navarro's direction and the very hard work and commitment of his staff and workforce, improvements were seen. In 2005 production improved by 20 percent over the same period last year, but best of all the fleet began demonstrating improved reliability, fewer failures between inspections and a reduced number of passenger complaints.

Brighton Park has also been a test facility for the use of vending machines for distributing small parts and consumable material. The results are still being measured, but all indications are that the effort is a success. The time spent by employees waiting for material deliveries has been reduced dramatically while costs are more easily identified and inventories better controlled.

My appreciation goes out to the employees and staff at Brighton Park. They have overcome start-up challenges and turned the facility into a cost-effective and productive maintenance facility.


The last of our four facilities is the locomotive repair facility at 16th Street; the largest locomotive repair shop in the Amtrak system. The building is a full-service repair facility complete with overhead cranes and drop tables. The overhead cranes allow our forces to change all major components other than a main propulsion engine, while the drop tables give us the capacity to renew all running gear failures.

Present fleet assignments at 16th Street consist of 150 P-42 locomotives, five P-32s, two switchers and nine NPCU's (Non-Controlled Power Units). Under the direction of Mike Scaringe, who recently came over from Beech Grove as director of Equipment Maintenance, Locomotives, the shop is responsible for all required FRA maintenance as well as fleet modifications, running repairs and wreck repairs.

From Brighton Park to CUS and 14th Street to 16th Street maintenance facilities, the employees are dedicated and committed to our riding public. They perform day in and day out to improve the quality of our product and they do it because they care.

In closing, I want to extend my thanks and appreciation to all those who contributed to the successful year we experienced in FY '05, as well as my personal commitment to ensuring an even better year in 2006.

Sincerely,



Michael A. Heffner
Master Mechanic
Central Division

C & S Recognized for Outstanding Safety Record

The Communications & Signals team from the Midway facility in Groton, Conn., gathers to be congratulated for serving more than 15 years without an FRA-reportable injury. When the group was asked how this milestone was accomplished, the response was, "We stop and think before we act, which causes us to work safely and carefully."

Pictured are, front row (L. to R.): Wayne Winslow, Jean-Paul Dumont, Supervisor Sonny Sheltman, Walt Armstrong, Mike Rapuano and Safety Liaison Larry Smith. Back Row: Ron Chapman, Logan Kydd, George Funaro, Mike Steffey, Tom LaCroix, Rick Jakobson and Angel Berrios. Missing from the photo are: Bill Anderson, assistant division engineer, Tom Campion, Rick Perkins, Gary Lozowski, Derek Washington, Mickey Shelburn and Dennis Offen.



Mechanical Department Takes Action to Improve Leadership

This month, over 160 Mechanical department managers, including general foremen, assistant superintendents, superintendents and master mechanics will have participated in the *Leadership in Action* workshop, a new training program for the Mechanical department's management staff aimed at improving the operation and reducing expenses.

Officially launched in early September 2005, the course was developed last spring under the guidance of Chief Mechanical Officer Vince Nesci. Discussing the need for the training, Nesci stressed areas for improvement. "We need to become better at what we do. We need to better plan, organize, communicate, follow through and measure our work," he stated.

The four-day workshop supports the company's and the department's goals and targets four key Performance Fundamentals: Reliability/Availability, Productivity, Regulatory Compliance and Safety. The program aims to hone traditional leadership skills and formulate strategies necessary to improve these Performance

Fundamentals by focusing on root-cause analysis, problem solving and planning.

To ensure that the skills acquired during the program are quickly put to use, each participant develops a specific action plan for a project to implement at the worksite. The action plans are designed to lead to cost reductions and overall improvement of the Mechanical operation.

Some of the action plans developed during these training sessions include efforts in the areas of fuel conservation, productivity enhancement, resource allocation and foreman training, to name a few.

When addressing the participants of a recent workshop, Nesci emphasized the value of the program. "It is important that we communicate to employees a consistent management philosophy based on meaningful goals with measurable results. We can't continue to do things the way we have been doing them — your challenge is to go back and become the catalyst for change," Nesci said.

Taking on the task of developing

the program and laying the foundation for the new workshop was a project team that included Staff Officer Kathy Huss, Sunnyside Yard's Master Mechanic Don Knapik and Senior Director of Employee Development Stephanie Pavlakis. The team provided direction to Shaw Organizational Solutions, the vendor that developed the program.

While staying focused on the company's strategic plan, the project team, along with Shaw Organizational Solutions, studied the department's operations and goals, and reviewed job descriptions for middle management. Program developers interviewed department staff and managers to learn as much as possible about the daily operations and gain insight about training needs.

The results of these efforts provided the developers with information needed to create the many interactive exercises, simulations and assessments that concentrate on improving the performance fundamentals and leadership skills. In addition, time is allotted for participants to engage in useful dialog with each other.

A pilot *Leadership in Action* session was conducted in August 2005 at the Amtrak Training Center in Wilmington, Del. Mechanical department managers and senior staff representing a cross section of the department from all parts of the country were brought together to participate and provide feedback to the course developers. Participants were ensured that the feedback they provided was critical to improving the program and the resulting workplace performance.

Designed to compliment the principals and objectives of the *Leadership in Action* class, another training program is currently being planned for foremen, while the development of training with other departments to address common objectives is also being explored. Master Mechanic Don Knapik commented, "Training and continuing education should be a lifelong effort with emphasis on developing new skills as well as reinforcing the old."

Ken Rannels contributed to this story.

Simplified Dining Service

continued from page 1

possible to operate meal service continuously throughout the day on the four routes, similar to a restaurant environment.

Two Superliner equipment modification programs — one for diners and another for lounges — are expected to provide multi-purpose food service cars for each of the four trains. The newly designed food service cars will accommodate the various appetites and moods of passengers with continuous service throughout the day. Open from 6:30 a.m. to 11:30 p.m., the service will offer an integrated menu that ranges from snacks to full meals and seating options that vary from a bar to traditional table-service dining.

The revamped Superliner diners will offer integrated dining, lounge and bar service, depending on availability and passenger preference. The current pantry will be removed, and behind the new service bar will be a microwave, and a combo oven, coffee maker, a four-door refrigerator, a sink and overhead bins, among other appli-

ances. No major changes would be made to the lower-level galley, which will provide the bulk of food preparation for the upstairs using the dumbwaiters. This program is expected to deliver new cars for two routes over an 8- to 17-month period.

Meanwhile, more extensive Superliner lounge car modifications are expected to take 18 to 24 months. Preliminary designs for the reconfigured Superliner lounge cars include a completely new setup, with dining, lounge and full bar service on the upper level and reserved dining on the lower floor. Seating capacity will be expanded to about 90 seats, with 70 on the upper level and 20 on the lower level. Two food preparation areas — one on each floor — will be connected by food service elevators and outfitted with ovens, microwaves and a number of other appliances.

Running a single all-purpose food service car reduces annual maintenance and fuel costs on these trains by \$3.5 million, and further

reduces labor costs, as there will be no need for a separate lounge car. In addition, the design of the car increases food and beverage sales by being open throughout the day and catering to whatever passengers are in the mood for, early or late.

"The reality of the situation is we have to do things differently and we know one size will not fit in every case. We also know how important the dining experience is to our passengers. So this change will be carefully monitored and we hope it will bring greater flexibility to serve the variety of customer needs among both sleeper and coach passengers," said Emmett Fremaux vice president Customer Service.

Fremaux added that because the restaurant-style approach to the food and beverage operation is in accordance with industry standards, "it will in the long run allow us the option to outsource the function to a vendor if we do not achieve the necessary efficiencies ourselves."

With these four trains operating using the upgraded equipment, the overall program impact will be felt with a bottom line improvement of \$11.6 million. This represents a recovery of over 60 percent of the food and beverage loss currently occurring on these trains. This projected result provides a strong indication that Amtrak can realize the kind of bottom line improvement on the long-distance trains that will be necessary to justify continuation of the service.

Revamping the food and beverage service is essential to achieve meaningful cost savings aboard long-distance trains, which are responsible for over 75 percent of the projected \$120 million loss in the food and beverage service. For the first time ever, Amtrak has been mandated by law to reduce its food service losses. Progress is now being monitored by the Inspector General of the U.S. Department of Transportation and reported on a quarterly basis to the House and Senate Appropriations Committees.

Folk Singers Ride the Rails to Rebuild the Musical City

When Arlo Guthrie recorded the world-famous hit “City of New Orleans” in 1972, he had no idea the difference it would make to the very city that was heavily damaged 33 years later by Hurricane Katrina.

Written by Steve Goodman years before Amtrak was created, the song was the theme of a seven-city “Ridin’ on the *City of New Orleans* — Bringin’ the Music Back,” concert tour sponsored by Amtrak, Arlo Guthrie and Friends, Tipitina’s Foundation and a number of other companies last month to benefit musicians and musical venues that suffered from the aftermath of Hurricane Katrina.

Traveling aboard the *City of New Orleans* and performing along the route, the musicians said that the purpose of the 12-day December train tour was to help rebuild the small clubs and venues in the devastated areas. A brainchild of Arlo Guthrie, the undertaking was aimed at generating donations and securing contributions from musical equipment manufacturers to help restore the musical infrastructure of New Orleans and surrounding communities.

“When I think of New Orleans, I think of music,” said Guthrie. “When I wonder what the city

needs to get back on its feet, I think of the stuff that was ruined by the water such as the sound boards, cables, lighting, microphones and instruments. I’m determined to help restore all



At Chicago Union Station, Arlo Guthrie and his wife are captured by Chicago’s WGN-TV as they head to the *City of New Orleans* train on a people mover operated by Red Cap Paul Sokolowski.

those little places and bring the music back as soon as possible.”

Arlo and Friends started the tour on Dec. 5 at the Vic Theater in Chicago. The following day, Arlo, his son Abe with his band Xavier and daughter Sarah Lee Guthrie, along with Johnny Irion, traveled

on the southbound *City of New Orleans* performing on board and holding benefit concerts in Kankakee, Urbana/Champaign, Effingham and Carbondale, Ill., Memphis, Tenn., and New Orleans.

way. Guy Davis, Cyril Neville, John Flynn, Ramsay Midwood, Kevin Kinney with Drivin’ n’ Cryin’, The Burns Sisters and Gordon Titcomb were among those who were part of the tour. Willie Nelson joined the group at Tipitina’s.

“Passenger trains have always carried the music and musicians to and from the Delta spreading the sound of the Crescent City to Memphis, Chicago and the world,” said Senior Vice President William Crosbie. “We are proud to have been a part of this important rebuilding effort.”

The tour attracted a large amount of news media coverage. Reporters interviewed Guthrie and his entourage at stations along the route, rode the train during segments of the tour, attended the concerts and made dozens of calls to Amtrak’s Media Relations team for details on the series of events. Local broadcast and print media turned out in each city along with national coverage by the *Wall Street Journal*, *Washington Post*, CBS Radio, and Country Music Television, among others.

Although the tour has come to an end, contributions may still be made via Arlo’s Web site, www.GuthrieFoundation.com.

Twenty concert tickets were raffled off for employees to attend the performance on Dec. 17 at Tipitina’s, New Orleans’ historic Garden District music venue.

To support the cause, other entertainers boarded the train and performed with Arlo along the

P R O M O T I O N S I N M O T I O N

Pacific Northwest Promotions Offer Something for All Ages

Question: What do basketball, kids and the Amtrak *Cascades* have in common? Answer: Coach Mendezona’s Quick Handle™ basketball program. Amtrak is partnering with Quick Handle to serve as the primary transportation provider for children participating in the popular basketball camps and clinics held in cities along the Amtrak *Cascades* route.

Over the next eight months, several thousand children will participate in Quick Handle basketball programs conducted by Coach “Mendo” Mendezona in the Seattle and Portland area. Mendezona, who played professional basketball in Europe, approached Amtrak to partner with his organization because he recognized the important role that passenger trains play in moving people

throughout the Pacific Northwest. “For Quick Handle to be a success, kids and their families need a reliable, economical means of traveling to and from our program sites — and traveling by Amtrak makes good sense,” he said.

Through this partnership, Amtrak is being promoted via direct mail and e-mail messages that Quick Handle is sending sent to its database of approximately 15,000 families. Additionally, Amtrak will benefit from exposure on Quick-Handle.com, t-shirts, brochures and with signage at the camps and clinics. Amtrak will in turn provide Quick Handle Amtrak *Cascades* or *Coast Starlight* tickets to be used for travel or promotions throughout the year.

According to Amtrak Marketing Associate Doug Schwab, Coach Mendo’s commitment to kids is unsurpassed. “Not only does he teach the key points of basketball, but he also focuses on helping the

kids excel socially, emotionally and spiritually. With 21 years of coaching under his belt, he is simply the best at what he does. I’m pleased that we have an opportunity to partner with an organization of this caliber.”

While the Quick Handle promotion is aimed at bringing more children and their families aboard trains, other marketing efforts prove that reaching the age of 55 also has its benefits aboard the Amtrak *Cascades*.

Amtrak *Cascades*’ Mature Travelers program, which promotes travel on the service during off-



Passengers detrain Amtrak *Cascades* train 500 at Seattle’s busy King Street station.

peak travel days, offers passengers age 55 and older traveling in groups of 20 or more an opportunity to travel Mondays through Thursdays between any two cities from Portland, Ore., to Vancouver, B.C. for \$10 one way or \$15 roundtrip. This promotion runs through June 2006.

Thanksgiving Revenues

continued from page 1

of \$37.2 million — more than 22 percent ahead of last November. Ridership was at more than 610,000 passengers during the month, which is 2.5-percent higher than year ago. The combined ticket revenue for *Acela* and *Metroliner* service during November, at nearly \$29.5 million, was higher than last November by nearly 2 percent, and exceeded its budget target.

In the West, among the strong performers during November were the *San Joaquins* and *Cascades*, both of which show double-digit increases in ticket revenue and ridership against a year ago. The *Pacific Surfliners* and *Capitols* also gained in ticket revenue and ridership over last November. In the Midwest, the *Hiawathas* and *Wolverines* outpaced last November.

Buoyed by the national fall advertising campaign that ran through Nov. 30, long-distance train ridership did exceedingly well in November with several top performers leading last year's results by double digits. With the support of national travel accounts and regional tour operators, the *Empire Builder* once again demon-

strated the success of its re-launch, with November ticket revenues of \$3.3 million, an increase of 27 percent over last year. Ridership on the *Empire Builder* was ahead of last year by close to 9 percent.

East Coast long-distance services showing strong gains included the *Auto Train*, with ticket revenues at more than \$4 million, reflecting an increase of nearly 14 percent. The New York-Savannah *Palmetto*, while producing just under \$1 million in ticket revenues, topped last year's figure by more than 33 percent. Ridership jumped by nearly 28 percent over last year. Another strong performing Eastern train was the *Lake Shore Limited*, which jumped in ridership by 22 percent over a year ago, while ticket revenue increased by 26 percent against last year.

In the first two months of the fiscal year, ticket revenue of more than \$228.6 million outpaced the same period a year ago by 10 percent. Ridership during this period, at more than 4.1 million passengers, topped last year's figure by 3 percent.

APD's NCC Re-Accredited

Amtrak Police Department's National Communications Center (NCC) received its second Public Safety Communications Accreditation Award on Nov. 19 in Nashville, Tenn. To achieve accreditation status, Amtrak must comply with applicable public safety standards of excellence set by the Commission on Accreditation of Law Enforcement Agencies (CALEA).

Amtrak's NCC was also selected as a "Flagship Agency" by the commission signifying that it met

stringent criteria, including being reaccredited for the first time (having undergone two assessments) and that it also must have received unconditional accreditation awards.

The Flagship Agency program was introduced at the winter 2004 Conference to acknowledge the achievement and expertise of some of the most successful CALEA-accredited public safety agencies, and also to provide "flagship examples" as models for other agencies.

Contract

continued from page 3

"We've succeeded in making substantial changes without having to start over with a new contractor," noted Michael Rienzi, vice president of Procurement and Materials Management.

Rather than exercising the option to extend the existing contract for another five years — an option that was not acceptable to Amtrak management — the railroad began negotiating with Gate Gourmet months ago to determine if a more suitable agreement could be reached.

Amtrak's decision to negotiate with Gate Gourmet was based on the vendor's strengths in the industry, its track record at Amtrak and the considerable transition time, expenses and uncertainty that would have been incurred during the long bidding process. Gate Gourmet has the advantage of significant purchasing power of food and beverage stock, and has demonstrated excellent Food and Drug Administration and Amtrak Public Health department records. On the other side of the equation, Amtrak has the benefit of knowing first-hand the vendor's capability to deliver service reliably.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

December 2005

BAILEY, CARL
Washington, DC/HQ

BASS SR, KEVIN
Beech Grove District

BOGGS, JEANINE
St. Louis District

COHEN, VIVIAN
Chicago Metro District

COTTRELL, ROBERT
New York District

DRINKWATER, WILLIAM
Boston District

ESPOSITO, MICHAEL
Boston District

FAIRES, JOSEPHINE
St. Louis District

FOSTER, GLENN
St. Louis District

JOHNSON, RANDY
Portland District

KROSS, WENDY
Empire/Albany District

MANUE, L GRACE
Chicago Metro District

MURPHY, KEVIN
New York District

PARKER, DAVID
New York District

PAYNE, DAVID
Baltimore District

POLLARD, LYNWOOD
Boston District

SOESBEE, JULIE
Washington, DC/HQ

THOMPSON FREDERICK, JADE
New York District

TOROSIAN, PAUL
Boston District

TURKENKOPF, STEVEN
Philadelphia District

VARRASSO, LINDA
Boston District

VASSOR, JACQUES
Mid-Atlantic Div/DC Non-HQ

30-Year Anniversaries March 2005

ANDERSON, PATRICIA
Empire/Albany District

BONSE, ALAN
Chicago Metro District

CALLAHAN, JOHN
New York District

CASEY, MARTIN
New York District

CONLEY, EDWARD
Boston District

COOK, LAWRENCE
Miami District

DARBY, MYRON
New York District

DELGADO, MARIANO
Miami District

DUNBAR, RALPH
Mid-Atlantic Div/DC Non-HQ

NISBETH, PAULINE
Washington, DC/HQ

GRAY, B JOAN
Philadelphia District

HAYES, GEORGE
Beech Grove District

HENRY, THOMAS
New York District

HUEG, BRUCE
New York District

JOHNSON, WILLIE
New York District

KENNEDY, ROBERT
New York District

KOLLETZKI, PAULINE
Mid-Atlantic Division

KRAJCOVIC, JOSEF
Miami District

MARTINEZ, RICHARD
New York District

MCCARTHY, DORIS
Seattle District

MITCHELL JR, NAPOLEON
Los Angeles District

NOONAN, ROBERT
Washington, DC/HQ

SCARLETT, WARREN
Chicago Metro District

SINGLETON, HENRY
Jacksonville District

SMITH, CHARLES
Jacksonville District

THOMPSON, DOREEN
Philadelphia District

WILSON, DOROTHY
Philadelphia District

Retirees

November 2005

ALVES JR, JOSEPH
New Haven District

BARRETTE, HENRY
Kansas City District

BATTISTE, JOSEPH
New Orleans District

BITOW, LARRY
Seattle District

BRANSON, TIMOTHY
Seattle District

BROGLA, PAUL
Twin Cities District

BURDITT, RAYMOND
Seattle District

CALLON, RALPH
Beech Grove District

CANBY, CHARLES
Mid-Atlantic Div/DC Non-HQ

CHAN, ANTHONY
San Jose District

CHANDLER, JERRY
Wilmington/Bear District

DREW, ROBERT
New Haven District

HINES JR, THEODORE
New Orleans District

HOSKINS, DONALD
Salt Lake City District

INGRAM, AUGUSTA
New York District

JOHNSON JR, CLIFTON
New Haven District

KAGAN, NATHAN
Philadelphia District

LEMAY, BETTY
Lorton District

MEDLER, HARVEY
Boston District

MEYER, VERNON
New York District

PEDRO, ANDREW
New Haven District

ROBINSON, ENNIS
Los Angeles District

ROGERS, WILLIAM
Los Angeles District

SCHUFFORD, BOBBIE
Los Angeles District

SCHULTZ, PAUL
Empire/Albany District

SHARP, WILLIE
Chicago Metro District

SINGLETON, MARY
New York District

SOLTYS, RONALD
Boston District

STACY, RONALD
Beech Grove District

TRACEY, JOHN
Chicago Metro District

ULIS, ROBERT
New York District

WATERS, CHARLES
Oakland District

WIEMELER, MARIA
Chicago Metro District

WINSLOW, WAYNE
New Haven District

WINTERBOTTOM, ALLEN
Mid-Atlantic Div/DC Non-HQ

FRONT LINE FOCUS

Dear Amtrak:

After my recent Amtrak experience, I felt compelled to contact you and let you know what a pleasure it was. I hadn't ridden on a train since the 60s, when I would take my four little boys from Kansas City, Mo., to Denver to visit my family.

...Times have changed, but it is still a thrill to ride on a train. I would like to commend your [Assistant] Conductor [Chris Copley] for his helpfulness and courtesy. Back in the 50s and 60s, the conductors were not always friendly. They seemed to try to go out of their way to be officious and unpleasant to the passengers. In other words, they were King of the Railroads. I believe the present-day conductors have had much better training, and I appreciate it very much.

... I would like to see more people riding Amtrak and getting away from the unpleasantness of air travel. That is why I wrote to our local newspaper, the *Times Record*. After reading the paper, my neighbor across the street said she would love to go on one up to Indiana.

Please let your conductors know what a great job they are doing; likewise, the very nice and courteous people with whom I spoke on the phone.

Sincerely,

Claire F.
Ft. Smith, Ark.

Dear Amtrak:

This is to commend you for your employee, Elaine Meister, in your Customer Service.

Two weeks ago, my girlfriend and I ... decided to take our first Amtrak trip from Portland, Ore., to Salinas, Calif. Needless to say, the trip being our first, we had some adjustment challenges. We were pretty green.

All of your staff was simply wonderful and attentive to our needs. But one of the biggest challenges we had was that our train was four hours late, making the trip to Monterey-Carmel impossible due to the time limit. We actually took our Amtrak trip to go to Monterey-Carmel, so we were terribly disappointed.

We called Elaine Meister, Customer Service, for direction as we were simply lost as to what to do. She spent extensive time and adjusted our trip so that we were comfortable and satisfied.

Thank you for Elaine Meister and her kindness. We look forward to another trip with Amtrak.

Sincerely,

Beverly P.
Woodburn, Ore.

Amtrak Participates in Security Expo

Amtrak Police Officer Jerry Arntz talks to a young visitor about the training he and his K9 Aster undergo to detect bombs during the Community Security and Emergency Preparedness Expo at 30th Street Station.

The Amtrak Police and Security department, along with national and local law enforcement and emergency response agencies, provided a wide variety of safety and security information to Philadelphia's traveling public.

At the day-long Nov. 30 event, agencies displayed their products and services, and introduced the public to their special enforcement units. Amtrak's Mobile Command Center and K9 demonstrations were available for public viewing.



Al Broadbent, vice president Amtrak Security, stated that "The purpose of this expo is two-fold. We are building partnerships with external law enforcement and security agencies while also providing the public with information that addresses their security concerns." Noting the number of agencies that turned out for the event, Amtrak's Chief of Police Sonya Proctor added, "It is evident from all the agencies represented here that there is a widely shared mission to assist the public with being prepared for an emergency."

Similar Expos are scheduled to take place over the next year at New York Penn Station, Chicago Union Station and Washington Union Station.

VITAL STATS

for November 2005

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	1.9	(goal) 3.0	2.3
Ridership	1,947,870	2,076,694	3,849,036	4,112,576
On-time				
Performance	(goal) 85.0%	63.6%	(goal) 85.0%	65.2%

* Number of reportable injuries per 200,000 worked hours.

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December Ticket Revenue Growth Attributable to Fall Fare Increases

Continuing a positive trend primarily attributable to the general fare increase on most services in October and higher gasoline prices, December ticket revenues beat last December's results by 5 percent.

Boosted by the performance of Northeast Corridor and other short-distance trains, ticket revenues in December reached \$114.8 million, compared to \$109.1 million last December. Ridership of more than 2 million passengers was down against a year ago by nearly 4 percent.

Also playing a factor in increased sales was the Amtrak Guest Rewards® fall double-points offer, which yielded 32,000 registrations.

AGR members generated \$19 million in revenue during December, most of it coming from *Regional* and *Acela* riders. Online and sports marketing promotions continued through December, with

York City transit strike that suppressed ticket revenue by an estimated \$1 million. However, ridership for December of more than 757,000 was lower than a year ago by nearly 8 percent.

All other short-distance services, which include major corridors in the Midwest, Pacific Northwest and California, brought in a total of \$25 million in ticket revenue for the month, which is a jump of nearly 9 percent over a year ago. Ridership for December on these trains was 921,000, nearly even with a year ago.

In the Midwest, December ticket revenue increased on all routes, with the *Hiawathas* jumping more than 19 percent in ticket revenue over last December and realizing a 9-percent increase in ridership, due in part to the success of the Milwaukee Airport Rail station, which opened January 2005. Ridership increased on all but the *Wolverine* and *Illinois Zephyr* over last year.

In the Pacific Northwest, ticket revenues in December increased by 12 percent on the *Cascades*, supported by a 4-percent ridership

Other strong performers in the East included the *Downeaster*, which brought a double-digit increase for the month in ticket revenue and ridership against a year ago, and the

Keystones, which also improved in both areas against last December.

In the Southeast, the *Carolinian* generated significant ticket revenue growth (19 percent) south of Washington. The *Piedmont* earned a 42-percent increase in ticket revenue and 10-percent more riders.

Year-to-Date Ridership and Ticket Revenue

Year-to-Date	FY '06/Actual	FY '05/Actual
Ridership	6,117,000	6,071,379
Ticket Revenue	\$343,331,659	\$317,168,051
Month of December	FY '06/Actual	FY '05/Actual
Ridership	2,004,424	2,079,975
Ticket Revenue	\$114,783,899	\$109,062,513

online sales at \$48 million, an increase of 22 percent over a year ago.

On the Northeast Corridor spine, ticket revenues rose in December by more than 4 percent, reaching \$58.5 million, on the strength of the *Regionals*. The gain was reached despite a three-day New

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Engineering Advances State of Good Repair

Completion of the Keystone Corridor Improvement Project, start-up of the Thames River Bridge span replacement and continuing fire and life safety improvements on the New York tunnels are among the major projects the Engineering department is undertaking as part of its \$450 million infrastructure investment program for this fiscal year.

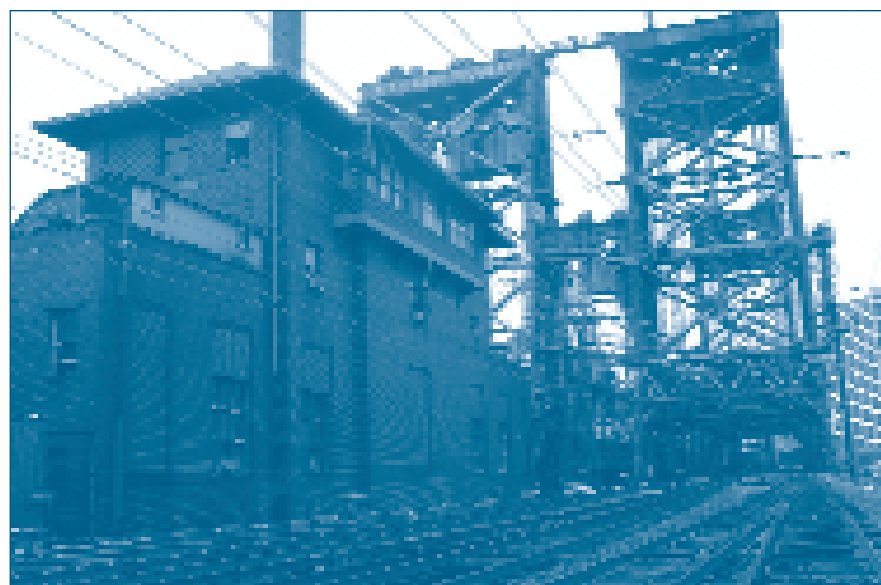
"The purpose of the Engineering capital program is twofold: make significant progress to meet the customer service needs and to invest in technology that will deliver safety, performance and reliability goals while reducing the cost of maintenance," said acting Chief Engineer Bruce Willbrant. "We have worked hard toward

bringing the railroad to a state of good repair and it shows in the progress we have made on key projects such as rail renewal, interlocking upgrades and the Keystone Corridor."

The largest single construction project in the FY '06 capital program is the replacement of the 87-year-old moveable bridge over the Thames River in Connecticut. The total cost of the bridge project is \$76 million over three years with \$23 million set for this year's budget.

In the end, a more efficient vertical lift bridge that rises between two towers will replace the aged draw-bridge.

In the most dramatic phase of the



One of Amtrak's most complex interlockings, Dock is on the books this year to be replaced with new electric switches, signal system and signal control houses. A key choke point for all Amtrak and New Jersey Transit traffic to and from New York, Dock Interlocking includes the operation of three movable bridges (background).

construction project to occur over 12 days during the fall of 2007, the bascule lift or movable center portion of the bridge will be removed, and a 188-foot long, 35-foot-wide, and 1,250-ton vertical lift will be floated into place on

barges from Long Island Sound and then connected to the bridge.

Lasting until early 2008, the Thames River Bridge project involves a range of activities, from the fabrication of the lift towers to

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TRAIN OF THOUGHT

I just returned from an outstanding trip to meet with our California state partners and take a look at our West Coast operations.

With California, we have a forward-looking partner that has a vision for passenger rail. From stations, to infrastructure, to equipment and maintenance facilities down to marketing the service, the state has done an excellent job of executing its vision, building an integrated system and growing passenger rail incrementally. What the state of California has done over the past 10 years to build corridor service is a remarkable model for others looking to rail as a viable transportation option for their regions. In fact, in 2005, our California trains carried 4.6 million passengers. This is a record-high number and the most passengers carried in any region outside the Northeast Corridor.

I met with the organizations associated with our three California corridor services — the Capitol Corridor, the Pacific Surfliner and the San Joaquins. We also operate two commuter services, Caltrain and Metrolink. Regrettably, our contract with Metrolink expires in June of this year.

I was very impressed with the Caltrain operation, which serves

about 30,000 passengers a day on 96 weekday trains on the San Francisco Peninsula. On-time performance is extremely high — it hovered around 98 percent during the month of January and ridership is growing rapidly.

I also toured the Oakland Maintenance Facility, which has the potential to become one of the best of its kind. The safety numbers are not what they should be and I discussed this with both management and craft employees in the facility. It's clear to me that we need to work harder to make sure that the communication goes both ways and the team committed to progress on this front. I'll know that the communication has improved when the injury numbers go down.

After visiting with Doras Briggs — also known as the “Empress of Emeryville” — (Doras is, among many other things, volunteer coordinator extraordinaire on this corridor), I took the Capitol Corridor service to Sacramento. There, I met with the Capitol Corridor Riders (also known as the CC Riders), which is a group of commuters that has evolved into a powerhouse of an advocate for passenger rail service.



David J. Hughes

I also met with a number of state legislators in Sacramento. Based on what I heard, there is obviously a great deal of support for passenger rail in California and there's a sound vision for its growth. The corridor system there is thriving, driven in large part by the spirit of achievement and competition. It is a model we can all learn from.

We possess a unique set of expertise and have much to offer partners like California — but it is up to us to continue to earn their business. I believe that I sent a clear message that we intend to do just that and keep California's business.

With that in mind, continue to be safe and take pride in the work you do.

Traditional Uniforms To Return to NEC

Amtrak will begin transitioning to an “all-blue” railroad on March 1 when Northeast Corridor employees — from ticket agents to conductors — will be outfitted in traditional railroad blue uniforms.

The new uniforms will replace the *Acela Express* gray uniforms, which were introduced in 2000.

“As the phase-out of the gray uniforms was coming to a close, it was time to move toward a more consistent uniform systemwide and our employees in the East are excited about the move back to blue,” said Vice President of Customer Service Emmett Fremaux. He added that it is important for Amtrak passengers traveling across the system to experience consistent service “and that includes seeing our employees in a single style of uniform reflecting the Amtrak brand.”

Northeast Corridor employees will be receiving their new uniforms through the month of March, and

by April 1 will don the navy blue. According to Amtrak Uniform Programs Manager Dianne Ross, employees are thrilled with the change. “I have received an overwhelmingly positive response to the new uniforms,” said Ross. “A good uniform makes employees proud to be part of a team, and now we will be wearing blue across the board.”

One exciting update to the blue uniform for the entire system is the introduction of the Amtrak epaulet slides, which are color-coded to reflect the job function of the employee,” said Ross. An epaulet is a small ornamental

strip of fabric that is worn on the shoulder, used primarily on military uniforms. An epaulet with a gold background and a blue Amtrak logo will signify a

conductor and a navy blue background with a blue Amtrak logo will denote an assistant conductor. On-board service and station employees will wear epaulets with a navy blue background with a white Amtrak logo and red caps' epaulets will feature a red background with a blue Amtrak logo.

The uniform's blue gabardine-blend fabric holds its shape, is durable and can be worn year-round. Jackets and vests have custom pewter buttons, and metal hat emblems will change from gold to pewter.



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Amtrak Ink

Vol. 11, Issue 2, February 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free of charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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In addition, all train, on-board service and station employees, excluding red cap and baggage employees, will be issued five short-sleeved shirts with the appropriate epaulets in time for summer uniform requirements.

Acela First Class Service Improvements Launched

Several improvements to *Acela Express* First class service were added last month, including a menu of hot entrées, better wine selection and the addition of a second attendant when warranted by high load factors. The changes, in addition to refresher service training, were made to ensure that the service met passenger expectations aboard Amtrak's premier service.

Meeting the expectations of First class passengers aboard *Acela Express* is crucial, as the ticket revenue is sizeable. If First class were a service by itself, it would out-earn all 15 long-distance trains and 26 corridor services — trailing only the *Regionals* and *Acela Express* Business class — in ticket revenue.

Last fall, Amtrak instituted a different service model for First class service as part of its focus on reducing food and beverage and First class service costs. For *Acela*, this included the elimination of hot entrées and downsizing of the crew to one from a maximum of three.

But, according to Customer Service Vice President Emmett Fremaux,

“We analyzed the numbers and solicited feedback from our passengers and crews that confirmed that we were losing customers because of the change in service.”

Based on what Amtrak was seeing, it estimated that the losses might add up to \$1.6 million or more on an annual basis if the trend was allowed to continue.

Part of the solution was a new menu that costs only a little more to deliver, but delivers on passengers' expectations. In the mornings, passengers may pick a continental breakfast or hot entrée, such as a Southwest omelet. Lunch includes hot soup and a choice of a fresh



Acela Express Lead Service Attendant Lelia Holmes prepares lunch for the First class passengers aboard 2110.

sandwich or entrée-sized salad. The dinner menu offers a choice between two hot entrées or lighter fare option. The lighter fare includes bite-sized hors d'oeuvres-type items such as cheeses, salami and crackers that have become very popular with evening travelers.

For the cost of a First class ticket, which is 50-percent higher than the Business class fare, passengers anticipate exceptional service.

“Passengers should feel that they are getting the value they expect from our premium service both in the quality of the food and from those who are delivering it,” said Fremaux. “So, we also initiated targeted training sessions for First class attendants to provide them the tools to enhance the service.”

The new training for lead service attendants began on Jan. 3. The training puts special emphasis on food preparation and customer interaction.

What's at stake may be large and complex, but what it takes is small and simple: greeting the passengers at the door, assisting with luggage, addressing the passenger by name, keeping areas neat and clean, and providing hot towel service.

Is it paying off? Time — plus passenger ridership and revenue — will tell, but initial feedback has been very positive.

Partnerships with Agencies Worldwide Bolster Security

Because today's security environment is unlike that of any other era, Amtrak's Police and Security department continually extends its reach to forge and maintain relationships with a range of law enforcement entities. While the benefits of doing so are many, its value was particularly evident during a recent meeting of Amtrak representatives with British Transport Police (BTP) and London's Metropolitan Police Department in London, England.

“One of the keys to maintaining security in this day and age involves broadening the reach of our organization. That means that by bolstering our capabilities with the help of our relationships with local and international law enforcement agencies, we cover a lot more ground and have greater access to information,” said Vice President of Security Al Broadbent who participated in the mid-December meeting.

Broadbent noted that APD's participation in sessions with international rail partners who have suffered terrorist attacks allows Amtrak to integrate their “lessons learned” into its security plans. In February, Amtrak officials participated in a discussion in Washington, D.C., with Spanish transit

officials following terrorist attacks on their transit system in March 2004.

Both London and Madrid rail officials emphasized the value of employees' and passengers' vigilance as a cornerstone of their security plans. Much like Amtrak's “See Something, Say Something” security awareness campaign, post-bombing plans in London and Madrid include enhanced passenger awareness campaigns.

Because the London suicide bombers made every attempt to fit in and not raise suspicion, an individual's instinct becomes even more valuable. Amtrak's System Security Awareness training course, completed by all employees last year, provides information about best practices for preventing, reporting and responding to security threats in a railroad environment. “The training program instructs employees to trust their instincts — if something just doesn't seem right, it's likely not,” said Broadbent. A second level of follow-up training is being developed to continue to ensure that everyone at Amtrak knows his or her role in security and is as best prepared to handle issues as possible.

In their “Lessons Learned” session, London officials also stressed the significance of relationship building and information

who also attended the conference.

Amtrak has worked closely with the Transportation Security Administration on a number of initiatives including a recent pilot program designed to enhance security in non-aviation modes of transportation.

During a three-day pilot program in December, TSA VIPER (Visible Intermodal Protection and Response) teams were dispatched to rail stations in Baltimore, Los Angeles, Philadelphia and Washington, as well as to other transportation modes. The teams, made up of uniformed and non-uniformed agents and K9 teams, tested the agency's ability to quickly respond to a specific threat in varying environments.



K9 Officer Phillip Clark and his partner, Benny, address a group of On-Board Service new-hires at the Los Angeles Training Center in a session presented last spring.

sharing with partnering law enforcement agencies.

“We have gone to great lengths to build partnerships with law enforcement agencies and emergency responders to strengthen our defenses throughout the system,” said APD Chief Sonya Proctor,

In partnership with national and local agencies Amtrak sponsored its first Community Emergency Preparedness and Security Expo at Philadelphia's 30th Street Station in November. Amtrak participated with 18 law enforcement and

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Materials Management Facilities Aim to Deliver Efficiency and Cost Savings

The opening of a new warehouse in Delaware is the latest project completed by the Procurement and Materials Management department to streamline the distribution of supplies to its Mechanical and Engineering partners.

The new 119,000-square-foot warehouse for materials used in the Northeast Corridor opened its doors for business to address capacity issues brought on by the significant increase in the quantity of supplies needed to support the company's fleet and infrastructure state-of-good-repair goals. The facility also reduces costs and improves the material distribution process.

Located in the Boulden Industrial Park in New Castle, Del., the facility is used to distribute materials to the Wilmington Locomotive Facility, Bear Car Shops and maintenance-of-way projects along the Northeast Corridor. It houses some of the materials that were being stored in the jam-packed warehouse in Wilmington, Del., and in trailers at other locations.

"Since the warehouse opened a few months ago, we've moved quite a lot of materials out of the Wilmington warehouse and completely cleaned out approximately 50 tractor-trailers filled with materials at Bear Car Shop and the Wilmington Locomotive Facility," explained NEC Material Control Director Harry Bailey.

By moving to Boulden, the department eliminated an annual cost of approximately \$120,000 associated with leasing storage space and the overall cost of the operation has been substantially reduced.

The primary items stored at the warehouse are long-lead-time materials, capital spare items and maintenance-of-way materials. Items such as large components for electric locomotives that sometimes take in excess of 120 days for delivery comprise the first category of supplies warehoused at Boulden. "While these items are not typically used on a day-to-day basis, if a locomotive fails and a part is needed, it is critical that you have it on hand," explained Bailey.

Parts purchased in conjunction with rolling stock, known as capital spare items, are also kept at Boulden. For example, when a locomotive is purchased, an extra nose cone is bought at the same time to ensure there's one in stock in case the nose on a locomotive becomes damaged. Other materials stored at the facility include various maintenance-of-way items, such as signal batteries, large concrete battery boxes and large wooden reels of signal cable and wire.

"We expect even greater cost savings and efficiencies to be realized over time at Boulden as we look at expanding the number of stocked items, increase the number of Northeast Corridor material control locations that we support and upgrade the technology for the operation, much like our Indianapolis Distribution Center (IDC) in Indiana," stated Vice President of Procurement and Materials Management Michael Rienzi.

The opening of the Boulden facility follows the 2003 opening of the Indianapolis Distribution Center, which is the company's central storing and shipping facility for most of the materials for Mechanical projects throughout



At the Indianapolis Distribution Center, materials used by Engineering and Mechanical forces are shipped to Material Control facilities throughout the country.

the country. At this time, the Boulden warehouse supplements the IDC in the Northeast Corridor because the Indianapolis facility does not support Amfleet equipment and electric locomotives.

The IDC maintains \$41 million worth of inventory with 14,000 items of all sizes and types to supply the Mechanical shops systemwide, including the \$74 million FY '06 material plan for

the work that is done at the Beech Grove Maintenance Facility. Before the IDC opened, these materials were stored in larger quantities at local material control facilities.

"The IDC plays an important role in the service we provide to our internal customers — predominately Mechanical — as well as the passengers who reap the benefits of these efforts through greater equipment reliability. By consolidating and centralizing inventory, we have significantly reduced the warehousing, shipping and transportation costs previously incurred by the local material control facilities," explained Material Control Director West Michael Golden.

Additionally, the time it takes to handle and process orders at the IDC compared to ordering directly from vendors is noticeably shorter because vendors' lead times often fluctuate. An order may take three weeks to be delivered, while the following order for the same item may take nine weeks. "By housing materials at one central location, we can stabilize availability," added Golden.

By developing a good distribution network, the amount and cost of stock is more tightly managed and therefore reduced considerably. "For example, instead of storing five door operators at 10 different material control locations, each facility can have two on hand while the distribution center maintains a stock of 20," explained Senior Material Control Manager John Brawley. "Rather than investing \$150,000 in 50 door operators we can reduce that to around \$120,000 by lowering the quantity to 40." According to



Store Attendant Clamp Wilson operates a propane forklift to move a compressor unit at the Boulden Warehouse.

Golden, "The efficient operation at IDC can be attributed to the hard work and dedication of Brawley and his staff who have been instrumental in designing and overseeing the entire project."

At the 200,000-square-foot Indianapolis facility, approximately 700 orders of items from vendors are received every week and 1,500 are shipped out utilizing Exacta™, a software application for inventory control. The Exacta system has enabled the IDC Material Control staff to produce bar coded labels that can be scanned and affixed to every item in stock. Using handheld devices, employees scan every item that enters and exits the facility, which provides real-time information on the availability and quantity of materials in stock. The bar code system has also led to fewer errors during transactions by eliminating many handwritten documents.

This radio frequency technology also provides Material Control clerks with item location information, thereby reducing the amount of time it takes to look up stock locations. It also provides automated packaging slips for outgoing packages and an activity log that tracks materials with detailed information.

"With the IDC up and running, we have a unique model for what the Boulden warehouse may become," stated Rienzi. "But right now, as the full scope of Boulden's operation is being developed, we are looking at a number of options in technology and distribution systems that will augment the progress we've made so far."

Engineering Advances State of Good Repair

continued from page 1

the installation of underwater communications systems and signal cable.

“A malfunction could either stop the operation of trains on the Northeast Corridor or restrict vessel access to and from the Navy base at Groton and Coast Guard base at New London, Conn.,” said Amtrak Project Manager Peter Finch.

Catenary and Electrical Upgrades

Major elements of the capital program designed to upgrade catenary and electrical systems are the replacement of the aged 138 kV oilistatic (oil insulated) cable in

and Washington and along the Harrisburg Line.

The most critical interlocking project is the replacement of signal cables and equipment at Dock Interlocking in Newark, N.J., to be completed over a five-year period ending in FY '09 at a cost of \$26 million.

Dock Interlocking, a large multi-track interlocking including three movable bridge spans over the Passaic River, is one of Amtrak's busiest interlockings handling all Amtrak trains operating between New York and Washington and all NJT trains operating over the Northeast Corridor through Newark.

“Once the work is done, Dock will be a more reliable interlocking and that will help improve on-time performance for the Northeast Corridor.”

Keith Holt

Deputy Chief Engineer, Communications and Signals

Baltimore, and phase one of a three-year catenary project between New York's Hellgate Bridge and the junction with Metro North at New Rochelle, N.Y.

Installed in the B&P Tunnel in Baltimore over 80 years ago, the oilistatic cable is the principal distribution source of electric power for trains operating between Washington and Baltimore.

“The failure of this cable would seriously reduce the capacity required to run trains between these points, which would cause havoc on train schedules throughout the Washington to New York corridor,” said Bob Verhelle, deputy chief engineer, Electric Traction. The total cable replacement program will cost \$20 million, with \$9 million budgeted this year, and will virtually eliminate the operational risks associated with the oil-insulated cable.

The new catenary on the Hellgate line replaces the old “floating beam” catenary installed during the 1920s, and is designed to minimize the impact of a failure to adjacent tracks. Part of a multi-year \$35 million project, the upgrade is budgeted at \$11 million this fiscal year.

Communications & Signals

Much of the \$30 million Communications & Signals investment program is dedicated to interlocking replacements, the bulk of which occur between New York

It is controlled by a mechanical interlocking machine, installed in 1929, that uses interlocking bars and levers to mechanically lock routes cleared for trains. Dock is one of two remaining manually operated interlocking towers on the Northeast Corridor.

The signal equipment at Dock has far exceeded its life expectancy and fails frequently. “The most persistent problem at Dock is the deterioration of the insulation on the old wiring installed in the 1950s and old cables from 1929,” said Keith Holt, deputy chief engineer, Communications & Signals. Consequently, ground currents often exceed FRA limits, requiring switches to be blocked and spiked to prevent the unintentional movement of switch points. “When this occurs, it has a huge impact on the on-time performance of both Amtrak and NJT trains operating to and from New York,” said Holt.

In addition to replacing miles of wire and cable, new signals will be installed, less dependable air switches will be replaced with new electric switch machines, electric switch heaters (snow melters) will replace natural gas heaters and fail-safe microprocessor controllers will replace the old interlocking machine. Also included in the project is a re-design of the signal detection equipment associated with the three movable bridge spans. The new equipment will be installed in new signal houses and

cases located throughout Dock.

“Once the work is done, Dock will be a more reliable interlocking and that will help improve on-time performance for the Northeast Corridor. It will be remote-controlled from the dispatching center in New York (Penn Station Central Control), providing greater operational flexibility and efficiency, and eliminating the need for the on-site block operators that are now required 24 hours a day, seven days a week,” added Holt.

Fire and Life Safety

Approximately \$85 million in fire and life safety improvements are being made this year as part of the first phase of the five-year \$400 million New York Tunnels program. The majority of the work, which is funded in part by the Long Island Rail Road, will occur on the vent and evacuation shafts at Long Island City and on First Avenue in Manhattan. Phase one is scheduled for completion in 2008.

“When we're finished, all 13 miles of the six New York tunnels will have been brought up to 21st century fire and safety standards,” said Frank Vacca, deputy chief engineer, Construction.

A second major undertaking in this budget category is the installation of security fencing and lighting throughout the Northeast Corridor. Two critical areas of improvement are the south end of the First Street Tunnel in Washington, D.C., and the Bergen Portal to the Hudson River tubes.

Track Upgrades and Investment

With a \$46.6 million investment in new rail and ties this fiscal year, Engineering will complete the three-year Keystone Corridor Improvement Project this fall, leading to trip-time reductions of 15 to 30 minutes, top train speeds

of 110 mph and as many as four additional weekday roundtrips between Philadelphia and Harrisburg.

“Amtrak and the Pennsylvania DOT partnered on this multi-year, jointly funded program of infrastructure improvements that will result in a number of service improvements, including reliability and ride quality,” said Willbrant.

In total, the project price tag is \$145.5 million, including the replacement of concrete ties, installation of continuous welded rail, and bridge, signal system, and catenary upgrades, among other improvements.

Overall, track investment this year includes approximately 117,000 concrete ties, 37 track miles of rail, 7.6 miles of track undercutting, 51,500 wood ties and 96 new turnouts.

Investments in the rehabilitation and replacement of interlockings include the Cork and Roy interlockings on the Harrisburg Line, the County, Manor and Merck interlockings in the New York Division, and construction of a new interlocking at Crescent in New England. These projects are major milestones toward improving the condition of the more than 140 interlockings owned and maintained by Amtrak on the Northeast Corridor.

“Four hundred fifty-million dollars is a significant amount,” said Willbrant referring to his department's total capital budget. “But in order for us to catch up with the years of deferred maintenance, the level of funding that we are investing now needs to continue and ultimately increase over the next five to 10 years to guarantee we meet our state-of-good-repair infrastructure goals and provide more reliable train service to our customers.”

Highlights of FY '06 Engineering Capital Plan

Discipline	Production Goals
Track	
Concrete Ties	116, 688 concrete ties installed
Rail Replacement	37 track miles replaced with new rail
Wood Ties	51,500 wood ties installed
Structures	
Bridge Ties	1,398 ties installed on 14 bridges
Bridge Undergrades	23 Bridge undergrades improved
Communications and Signals	
Automatic Block Signaling System (ABS)	60 track miles of ABS improved
Interlockings	4 Interlockings upgraded/improved
Electric Traction	
Catenary Hardware Renewal	51 track miles catenary hardware renewed

Special Train Move Carries Precious Cargo

A tightly held military secret concerning Amtrak and several other co-conspirators was disclosed in a December column by Ronnie Polanecsky of the Philadelphia Daily News, and quickly spread like an August wildfire, forwarded via e-mail across the globe from the Czech Republic to Afghanistan and Iraq, posted on Web sites and chat rooms and generating e-mail messages from soldiers, veterans, Amtrak employees and hundreds of other people.

But it wasn't the outing of your typical military secret — if there is such a thing. It was a heartwarming story about a long-held railroad and military tradition that had slumbered for some years, awakened with a benevolent act in appreciation of the men and women of the U.S. military. More importantly, it was about the spirit of collaboration that led to a grand gesture of respect and gratitude for the people who have served their country.



Photo Credit: Randy Barton

With its vintage private coaches and locomotives, the Liberty Limited carried scores of recovering wounded soldiers from two medical facilities to the Army-Navy game in December.

Wanting to attract no attention from military brass and politicians in search of a game-day photo op, Philadelphia native Bennett Levin, an Army War College Foundation trustee, and his wife Vivian, secretly organized a day to remember for veterans of the wars in Iraq and Afghanistan who were recovering at Walter Reed Medical Center in Washington, D.C., and Bethesda Naval Hospital in Maryland.

With the approval of the two medical facilities and the collaboration of Amtrak, Conrail, the Association of American Railroads, private railroad car owners and many others, the Levins put together a first-class special train to transport wounded personnel to the Army-Navy football game in December. They called the under-the-radar train from Washington to Philadelphia "The Liberty Limited."

As Bennett Levin put it, "We wanted them to have a nice day away and not be forced to have conversations with outsiders or strangers unless they wanted to." There were no television cameras, no speeches from politicians, no big wigs.

Steeped in Tradition

Trains to the Army-Navy games have held a special place in the annals of railroad history. The Pennsylvania Railroad inaugurated the first train in 1936, an annual ritual that carried thousands of passengers to the games through the years until 1975.

Since then, Amtrak has run special trains to the Army-Navy games, often for senior military and government officials. However, no such trains have been commissioned since the start of the war in Iraq and none have gone directly to the stadium in recent history.

In the 1950s, dozens of Pennsy and Baltimore & Ohio trains transported thousands to the games. Back then, so many trains headed to the (now gone) Municipal Stadium in Philadelphia that it took as many as nine weeks to plan

the movements. In 1955, over 20,000 people arrived at the stadium on the PRR alone.

"This was designed to be a very positive statement by the entire railroad industry," said Levin. When approached by the Levins, Amtrak's then-CEO David Gunn immediately agreed to help. So did Conrail. With the enthusiastic support of private railroad car owners across the country, the Levins had commitments for 15 cars for the train. In fact, they had to turn down some of the offers because they had more than they needed. Train enthusiasts themselves, the Levins added three of their own cars and two 1950s General Motors E8 locomotives.

The Systems Operations Support group at CNOC and Mid-Atlantic Transportation department helped plan the move including transporting the 18 private cars from all over the country and putting them into position at Washington's Union Station. There, the Washington Terminal Services group built the train consist and serviced it.

A good-sized private train, the Liberty Limited was too long for the platform so the train was staged on tracks 11 and 12. Dispatched by Amtrak personnel, the maximum speed of the train was 90 mph roundtrip.

"The group effort from the Mid-Atlantic team, Mechanical and the folks here at CNOC was really spectacular," said Senior Director, Systems Operations Don Cushine. "Everybody at Amtrak really came together to make it a flawless day for these men and women."

One e-mail message summed it up this way: "... [this effort] made some of us aware of the generosity of not only the Levins but of Southeastern Pennsylvania Transportation Authority (SEPTA), Amtrak, Wal-Mart, Woolrich and GEAR as well as the other members of the private railroad fraternity across the country. As the parent of an American Soldier it is reassuring to learn of the genuine compassion these individuals have for our service men and women."

Liberty Limited on the Move

On Dec. 3, the Levins revived the tradition that is well known in railroad and Army-Navy game memoirs. That morning, all of the special guests knew they were in the right place when they saw — couldn't help but see — an enormous welcome sign. "Amtrak Welcomes America's Heroes" read a huge banner that hung in the concourse above gate C at Washington's Union Station.

Liberty Limited gate signs pointed the veterans to the tracks and the platform was lined with vintage WWII Pennsylvania Railroad ads. The cars, mostly from the 1920s and 1950s, were beautifully restored to their original lavish glory. In fact, one of the cars had carried President John F. Kennedy to the game on two occasions. The train, spotless, sparkling and spectacular was ready for boarding.

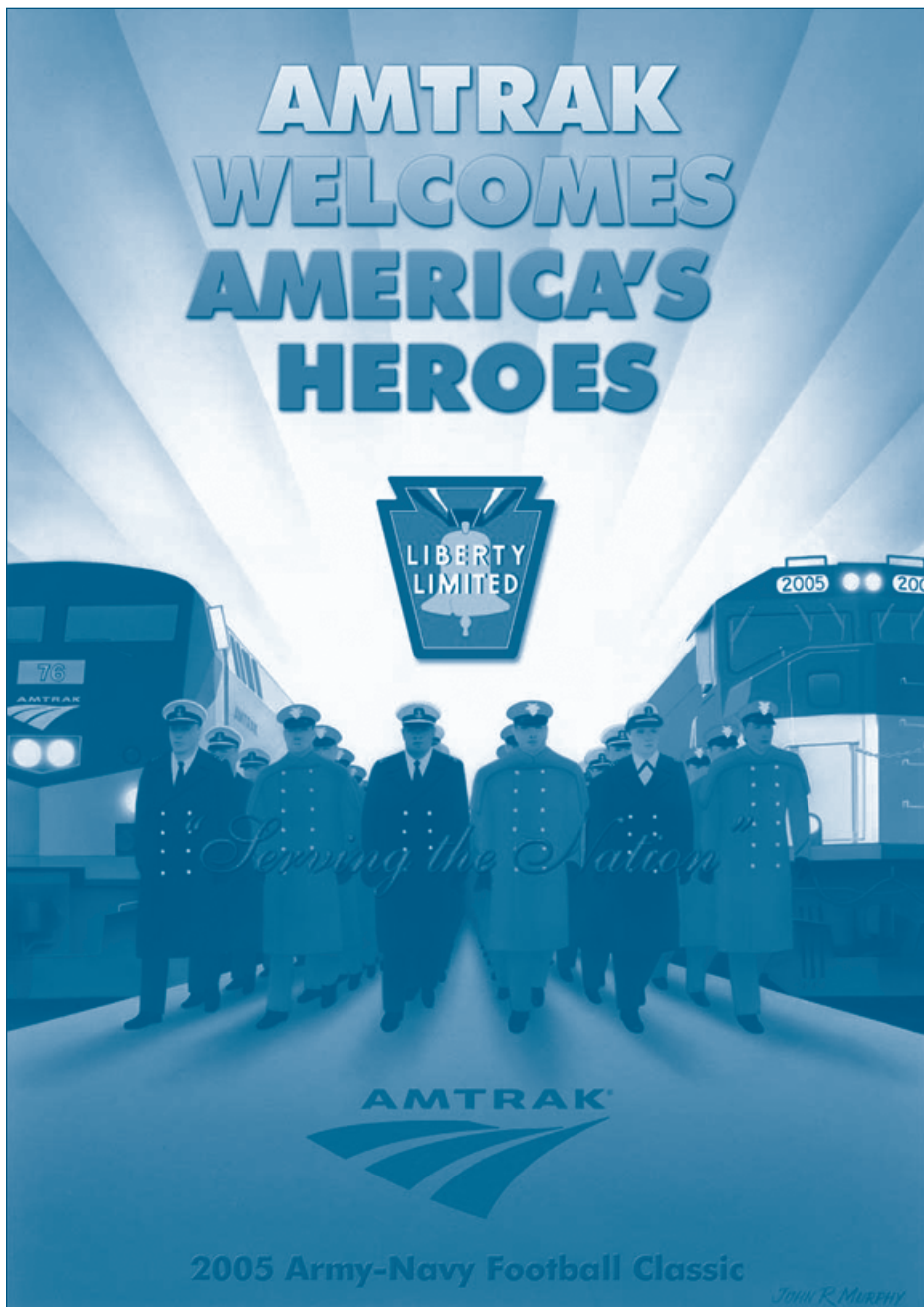
"The cooperation from Amtrak, including many people whose names I will never know, was just terrific."

Bennett Levin

Liberty Limited Organizer

Army War College Foundation Trustee

Promptly at 9:30 a.m., the Liberty Limited departed with its 18 private cars and about 80 service personnel from all branches of the military. On board, the honorees were treated to a first-rate breakfast served by the private cars' staff. On the return trip, a gourmet dinner was served in the dining rooms of the office cars that were in the consist.



To ensure that the medical concerns of the special passengers were well taken care of, two medical staff were on-hand in every car, and every car provided a bedroom for the comfort of anyone who needed some rest. Accommodations were made for those in wheelchairs who dined in the lounge cars.

The train followed a special route to the stadium. Rather than heading to 30th Street Station, the Liberty Limited was dispatched across a stretch of Conrail to get as close to the doorstep of the stadium as possible. As the train left Amtrak's Northeast Corridor, it pulled to the right, entering Conrail's territory toward the Delaware River Waterfront. After passing the old Municipal Stadium, the former site of many Army-Navy games, the train arrived at Conrail's yard in Philadelphia right on time.



Photo Credit: American War College Foundation

Stations Assistant Superintendent Tom Guerin joins trip organizers Bennett and Vivian Levin at Washington's Union Station.

At the Conrail yard, which is about 200 yards outside the Lincoln Financial Field, buses donated by SEPTA were waiting. With police escort, the veterans were transported to the Link, as it's known to many. At the game, the wounded soldiers representing all branches of the military sat in a special section at the 50-yard line and were treated to a hot lunch in the Army VIP lounge.

"From a logistics point of view the thing was 100 percent," said Levin with unbridled excitement. "The cooperation from Amtrak, including many people whose names I will never even know, was just terrific."

While pointing out that many people worked with enthusiasm to pull off the move seamlessly, Levin named names: "Don Cushine in Wilmington, Frank

Bower (assistant superintendent, Train Movement) in Philly, and Tom Guerin (assistant superintendent, Stations) in Washington — they really put the shoulder to the wheel. They and their associates really made our guests feel comfortable."

"And the dispatching was impeccable. The way they weaved us in and gave us the railroad, it was very apparent they had everything lined up. They really recognized the importance of this trip," he noted. "From the Train and Engine crew, the dispatchers to the guys on the ground at Ivy City, everyone was fantastic and participated with gusto."

A Day to Remember

The trip included a comprehensive route guide to commemorate the day. It included detailed information about the route, making reference to old and current military facilities and railroad landmarks along the way. The guide was a fitting tribute to the historic and important relationship between the railroad and the military, featuring a collection of classic Pennsylvania RR WW II advertisements. Photographs from the 1950s depicted dozens of trains loaded with football fans and military personnel headed for the game.

Guests were invited to take their guides home to remember the day. A small footnote brought anyone lost in the nostalgia of the 1950s back to 2006 with a note that the guide was not for sale, parenthetically adding "don't even think about eBay."

"These soldiers just had a terrific day. Two sergeants who were on the medical staff told me that of all the things that have been done on behalf of



Photo Credit: Jim Kleeman

Cars deadhead to Philadelphia the day following the Liberty Limited move.

the wounded soldiers, this was the best because there were no strings attached," added Levin.

As one e-mailer noted, "The Levins could have easily made out a hefty donation and crossed the soldiers off their holiday list; instead they gave of their time and their hearts in a thoughtful way that will not soon be forgotten. What a wonderful story."

Even the Pennsylvania legislature took note. Next month, Bennett and Vivian Levin will attend the Speaker's Ball, a black-tie event at which they will be recognized by the Speaker of the Pennsylvania House of Representatives John Perzel. Later that same week, the Levins will be honored by the Freedoms Foundation at Valley Forge with its highest commendation — the George Washington Medal.

But Levin isn't looking for praise. He hopes the publicity the Liberty Limited has garnered will spur others to get involved, regardless of their position on political issues, to support the people who have made sacrifices on behalf of this country.

P R O M O T I O N S I N M O T I O N

Local Marketing Efforts Heat Up Winter Travel

Legendary Sounds of Jazz Showcased on Amtrak Cascades

Amtrak *Cascades* passengers will be treated to the smooth sounds of jazz by taking advantage of the *Portland Jazz Festival Escape Package* being promoted by Amtrak and KPLU Jazz radio in Seattle, Wash. The Portland Jazz Festival, which is expected to attract more than 30,000 people, is being held Feb. 17 through Feb. 26.

The package includes two nights' accommodations at the Paramount Hotel in downtown Portland, breakfast each morning and tickets to six festival concerts. It also includes round-trip travel to Portland from cities along the Amtrak *Cascades* route as far away as

Seattle and Bellingham, Wash., on Amtrak *Cascades* trains 507 and 506, which are designated as the Portland Jazz Trains. En route, passengers may enjoy music, prizes and activities provided by one of KPLU's on-air personalities.

The Jazz Train is being promoted by KPLU via the airwaves, the station's Web site and in the January and February editions of its eNewsletter. Information on the Jazz Train is also posted on AmtrakCascades.com, PDXJazz.com and Travelportland.com.

To gain visibility at the Jazz Festival, Amtrak *Cascades* will serve as the exclusive Official Concert Sponsor of Grammy-Award-winning jazz artist Bill

Frisell, who will be performing at the festival's finale performance. All billings for the concert and other associated events will be displayed as "Amtrak *Cascades* presents Bill Frisell Unspeakable Orchestra at the Portland Jazz Festival."

Mardi Gras Celebration Drives Train Travel to St. Louis

For the third consecutive year, Amtrak is a sponsor of Mardi Gras 2006, being held this month in St. Louis, Mo. Every weekend in February, events that include Cajun Cook-Offs, a Pet Parade, the Mayor's Ball and Fat Tuesday festivities attract visitors from throughout the Midwest.

To promote train travel to the popular event, Amtrak is offering passengers a 10-percent discount off travel to the celebration aboard the *Kansas City Mule*, *St. Louis Mule*, *Ann Rutledge*, *State House* and *Texas Eagle* trains.

To further boost travel to the event, radio promotions in the Chicago-land area offer listeners a chance to win a package that includes hotel accommodations, event tickets and rail transportation to the event. Additionally, Amtrak gains exposure via 2,000 event posters, 100,000 event inserts in St. Louis newspapers, 300,000 inserts in the *St. Louis Dispatch* *Get Out* Magazine. Amtrak travel information is also available on the Mardi Gras Web site.

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Amtrak Celebrates Black History Month with Events Systemwide

Amtrak's celebration of Black History Month kicks off Feb. 1 with a wide range of in-station events, contests, promotions and advertising.

"We celebrate diversity 365 days a year at Amtrak," said Gerri Mason Hall, vice president of Business Diversity. "Coming as it does in February, Black History Month presents the first opportunity of the calendar year to demonstrate that commitment."

Amtrak is sponsoring the New Jersey Nets basketball team's Black History Month program in conjunction with the Boys and Girls Club of Newark, N.J. The club participants will create art that is relevant to passenger rail and African-American history. Nets players, local celebrities and Amtrak representatives will judge the artwork. The winning art will be displayed at a Nets pre-game reception and the artist will be recognized at an on-court ceremony at halftime. The team is also devoting a page on its Web site to daily quotes, player vignettes and the winning artwork.

On the print media front, Amtrak is also supporting Jet Magazine's Black History Trivia Challenge. Trivia challenge questions are based on information found within the "This Week in Black History"

feature in the weekly issues of the publication and on its Web site.

The railroad is also involved with the airing of several radio broadcasts that include Black History Month vignettes. For example, WKKV Radio in Wisconsin is hosting a special feature on A. Philip Randolph, founder of the Brotherhood of Sleeping Car Porters, the first African-American labor union. ESPN Radio is broadcasting Amtrak-sponsored profiles of African-American athletes.

Along with these corporate initiatives, some stations and groups of employees are sponsoring their own Black History Month events and exhibits.

In New York's Penn Station, for example, there are weekly live performances by various artists, as well as vendors of African-American memorabilia in the station's concourse. Employees have an opportunity to participate in contests and win prizes at these performances.

In the Charlotte, N.C., station, an exhibit of the Buffalo Soldiers is on display for the entire month. According to scholars, the term Buffalo Soldiers was first applied by Native Americans to the first all-black 9th and 10th Cavalry units of the United States Army in the 1860s.

Washington Union Station's 10th annual Black History celebration takes place on Feb. 25 in the Starlight Room and features music, displays, dancers and special guest speakers. In Philadelphia, a collection of Black History Month art, including works by Amtrak's own Principal Graphics Designer Marlon Sharpe, is on display in the station. And AM Radio 1340 is broadcasting the following message on the role that railroads played in the lives of African-Americans:

"Railroads held the promise of employment and opportunity for thousands, and enabled many African-Americans to lead long, fulfilling careers at a time when working opportunities for persons of color were limited. A job on the railroad represented a position of social status within the black community. Companies like the Pennsylvania Railroad, the

Philadelphia & Reading and others in the northern states often gainfully employed blacks. At the same time, they segregated their families and friends who used these systems to travel. These stories merit our attention."

In Florida, the Miami station celebration themed "Past, Present and Future" includes special speakers, food, games, church choirs, dancing, and a vast Black History Month display.

"What is perhaps most exciting and gratifying about these celebrations is the extent to which numerous employee committees work hard to develop and execute these programs," said Hall. "We encourage employees to work with our Cultural Celebration Committee to develop programs recognizing other cultural observances, as well as ensure a nexus to our core business."

To join a committee celebrating Black History Month or other observances, contact Rodney Ruffin at AT5 777-3929, or Bell (202) 906-3929 or via e-mail at diverss@amtrak.com. Other observances include:

- Women's History Month (March)
- Asian/Pacific American Heritage Month (May)
- Hispanic Heritage Month (mid-September to mid-October)
- National Disability Employment Awareness Month (October)
- National American Indian Heritage Month (November)

Incidents of Workplace Violence Decline in 2005

For the third consecutive year, the number of workplace violence incidents reported dropped in calendar year 2005, with a 40-percent decrease in reported occurrences over 2004. Seventy incidents stemming from a workforce of more than 19,000 employees were put on record last year, while in 2004 there were 132 reported and in 2003 there were 199.

While the number of events reported in 2005 is relatively small, it is nevertheless far more than is acceptable, as made clear by the company's policy: **Amtrak has zero tolerance for threats and violence.**

Amtrak's corporate policy covers any employee who exhibits threatening behavior, who threatens or actually commits a violent act. The policy also covers any act of retaliation by one employee against another for reporting, handling or witnessing a workplace violence incident, or perceived incident. Anyone violating Amtrak's policy may be removed from company property and disciplined, up to and including dismissal.

To support Amtrak's zero tolerance policy for threats and violence, employees must report any incident of workplace violence as soon as possible to their supervisors or any local management, the local Threat Assessment and Response Team members, or the Amtrak Police and Security Department.

In case there's any confusion about the definition of threats and

violence, every employee must be thoroughly familiar with Amtrak's policy on workplace violence. The policy is found on the Intranet under "Library" and "Policies" in the drop-down box. From there, select the Amtrak Policy and Instruction Manual (APIM), click on the APIM icon, select 3.0 Operations and then 3.12.0 Workplace Violence.

Another resource available to employees for information regarding the policy and reporting incidents of workplace violence are the Threat Assessment and Response Teams that review reports of such incidents. These teams are in place systemwide and consist of representatives from Human Resources, Labor Relations, Health Services and Law departments, while the local commander of the Amtrak Police and Security Department serves as the team leader of each regional team. A list of team leaders can be found on the Intranet by selecting the "Security" tab on the home page and then choosing "Police and Security Contacts" in the drop-down box.

Employees may also find information on this subject in "A Guide to Protecting Yourself on the Job," (NRPC 3072). The guidebook includes topics such as how to recognize situations and handle confrontations, along with personal security tips and other helpful information. Copies of the guidebook are available for ordering via the Intranet, under "Library" and "Forms."

ness unit has held numerous drills different locations working with local emergency responder teams. A multi-agency major drill, funded as a part of a Department of Homeland Security (DHS) Intercity Passenger Rail Security Grant Program for FY '05, is slated to take place in Washington, D.C., later this year.

Also attending the mid-December meeting in London on behalf of Amtrak were APD Inspector Lawrence Canty, Central Division General Superintendent Don Saunders, New York Division General Superintendent Lenore Slimbock and Program Director, Fire and Life Safety Steve Alleman.

Security

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emergency response agencies to provide employees and the traveling public with information about safety and security. Additional expos are planned for Chicago, New York and Washington this fiscal year.

British officials also noted that frequent drills played a significant role in the response to the attacks. The British authorities had conducted a drill just days prior to the first bombing and attributed that to the fact that there was a relatively low fatality rate.

Amtrak has been conducting tabletop drills to test emergency management procedures for some time and the Emergency Prepared-

How to Report Threatening Behavior

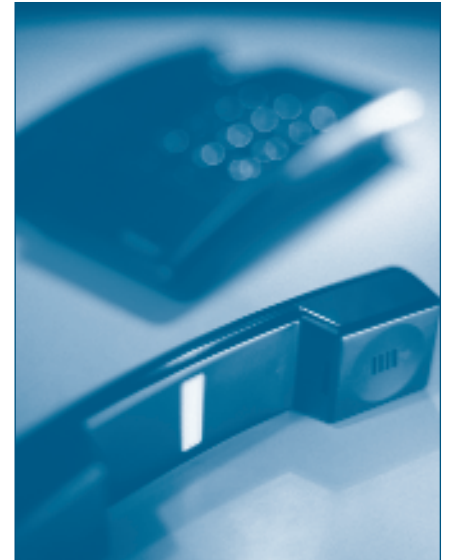
All acts of workplace violence, whether actual or perceived, should be reported, regardless of the relationship between the individuals involved. All reports are confidential to the extent possible, so when making a report, employees should be discreet and respectful so that privacy and dignity are protected.

Employees should report any threat or act of violence to his or her appropriate supervisor, to any manager,

or to the Amtrak Police Department. After receiving a report of workplace violence, the supervisor or manager is required to notify the Amtrak Police Department as soon as possible.

The 24-hour phone number is 800-331-0008. Additionally, NRPC form 3073, *Workplace Violence Report Form*, must be completed by the employee, supervisor or manager. The form is available on the Intranet home page by clicking on the "Library" tab and then selecting "Forms" from the drop-down menu.

For complete information about workplace violence and how to report it, review the Workplace Violence policy (3.12.0) found in the Amtrak Policy and Information Manual available on the Intranet under the "Library" tab and selecting "Policies." Or, contact the local Threat Assess Response Team representative or the Amtrak Police Department.



What is Workplace Violence?

Amtrak is committed to providing employees with a workplace free from acts or threats of violence. Examples of workplace violence include, but are not limited to, the following:

- Physically or verbally threatening another individual
- Harassing or threatening phone calls, letters, e-mails, or other communication
- Stalking
- Threatening physical harm or similar intimidation either directly or indirectly
- Advocating the illegal use of firearms, bombs or weapons
- Threatening to commit suicide
- Instigating, goading or encouraging violent behavior

Any person who retaliates against any employee, supervisor or manager for taking action in relation to a workplace violence incident shall be disciplined up to and including dismissal.

Employees Achieve Major Safety Accomplishments

The Central Division's station employees achieved major safety accomplishments recently. Since Oct. 1, 2004, station employees at outlying stations throughout the division have not suffered an FRA-reportable injury. Chicago Union Station employees have improved their safety performance over the same period by 62 percent.

The outlying stations, which include approximately 175 employees, are spread over a wide geographic region that includes more than 7,000 route miles and 50 staffed stations. These employees provide a high degree of quality customer service. They don't just sell tickets behind a counter, they also handle checked baggage and express shipments and perform typical housekeeping chores, such as cleaning windows, mopping floors and emptying trash.

"A number of things have contributed to this remarkable record," said Steve Felder, Western District manager of stations for the Central Division. "An increased number of safety walkabouts, safety briefings — including a focus on the MoveSmart® techniques — and annual employee reviews, along with the distribution of the monthly Safety Messenger newsletter have all made a difference."

Being particularly careful when handling heavy baggage has also helped.



St. Louis Ticket Agent Stephanie McClinton-Gaitor prepares to take checked baggage trainside using the station's tractor and baggage cart. McClinton-Gaitor, as well as Ralph Devine, Mark Hatch, Londi Ingram, Dennis Doiron, Joyce Coker, Jeanine Boggs and Mike Evans cover all of the station's shifts.

General Superintendent Don Saunders also noted, "Our Safety Improvement team's actions, combined with our annual Block Training efforts regarding safety awareness and accountability are aiding in reaching our safety objectives."

Peter Hall, the Central Division's regional safety officer added, "The division's station employees are also becoming more comfortable with the process of observation and feedback. They have been helping each other to replace at-risk behaviors with safe ones."

From the Midwest, we move to the New York region, where another noteworthy record was attained. New York's Penn Station Mechanical department has gone more than three years without a personal injury of any kind. Under the direction of General Foreman Tom

Murphy, when this injury-free streak started in December 2002, there were approximately 75 employees. The group now numbers 31 employees and covers the area from Trenton, N.J., to New Rochelle and Yonkers, N.Y.

The busiest train terminal in the country, New York Penn Station dispatches more than 130 trains daily. Working in this demanding environment, this group consists of electricians, car inspectors, machinists, coach cleaners and foremen working shifts that cover 24 hours a day, 365 days a year.

Commenting on how this accomplishment was achieved, Murphy noted that these employees are not afraid to intervene and explain to someone taking a shortcut why that behavior could be unsafe.

When a safety situation is discussed during safety briefings, rather than complain or point fingers, the employees band together to rectify the problem.

"They truly walk the walk and don't just talk the talk," said Murphy. Murphy added that had it

not been for the support of Master Mechanic Don Knapik, Mechanical Superintendent Patrick Walsh and Assistant Mechanical Superintendent Joseph Sanchez, this goal would not have been accomplished.



Being recognized for an outstanding safety record since December 2002 is the New York Penn Station Mechanical department. Top photo (L. to R.): William Parker, Robert Samuels. Standing (L. to R.): Tyrone Sims, John Pini, Lenny Mulligan and Ken Ollivierre. Missing are: Janie Askew, Deidre Brown, Vinnie Cennamo, Yan Chow, Oretta Gayle, Ernie Green, Eddie Griffin, Paul Keat, Allen Kelly, Ronnie Morone, Miriam Paredes, Leo Peterson, Lesbia Rodriguez, Jerry Smith, Doreen Upton, John Vermitsky, Doris Vilca and Pam White.

Bottom photo, front row (L. to R.): Winston McFarlane, Susan Rosofsky, Richie Lopez and Joe Hadel. Back row (L. to R.): Artie Stafford, Steve Keat, Phil Katz, Lou Jossa, Tom Murphy, Gary Howard, Ed Reeves and Ricky Roof.

Ticket Revenue Growth

continued from page 1

increase over last year. Duplicating the Midwest results, all routes on the West Coast showed ticket revenue growth over last December, while ridership gains were seen on all but two routes. In

Long-distance services experienced a gain in ticket revenue for most trains, including the *Empire Builder* with a 15-percent improvement over December a year ago, (although ridership stayed about

ticket revenue against last December and a 3-percent increase in ridership.

Silver Service trains — the *Silver Star*, *Silver Meteor* and *Palmetto* — improved in December with a 10-percent jump in ticket revenue and 5-percent ridership growth. However, an ice storm in mid-December in the Southeast and a freight derailment in late December near Savannah resulted in multiple cancellations of the *Crescent* and *Auto Train*, cost the company approximately \$1 million in ticket revenue and contributed to the 4-percent downturn in ridership.

For the first quarter of FY '06, ticket revenue was \$343.3 million, 8 percent better than first quarter FY '05. Ridership of 6.1 million for the first quarter of FY '06 was about even, with a gain of 1 percent.

Northeast Corridor ticket revenue improved by 7 percent over the first quarter in FY '05, earning \$186.3 million. Ticket revenue for short-distance trains climbed 11 percent, totaling \$72.4 million. Long-distance trains brought in \$84.6 million in ticket revenue, which is an 8-percent rise over the same period last year.

Top Five Routes (Ticket Revenue)	December 2005	vs. December 2004
Regionals	\$33,497,375	+14%
Acela Express / Metroliner	\$24,894,678	-6%
Empire Builder	\$4,157,021	+15%
Auto Train	\$4,119,367	-0.2%
Pacific Surfliner	\$3,237,768	+12%

California ridership on the *Pacific Surfliner* and *Capitols* was down from a year ago.

even, with 1 percent fewer riders). The *Cardinal* continued its strong pace with a 21-percent rise in

FRONT LINE FOCUS

Dear Amtrak:

We recently took our first train trip from Jackson, Mich., to Wenatchee, Wash. It was a very relaxing way to travel and made even more pleasant by certain of your employees.

On our trip out to Wenatchee, we left Dec. 7 on the *Empire Builder*. Our sleeping car attendant was Cynthia [Vaculin-Wise] from Seattle. She greeted us, helped with luggage, gave us a thorough review of where the restrooms were located, shower location, dining car and observation car locations and reservations for dinner instructions. She provided us with bottled water and a small snack bag. She checked on our comfort several times during the trip and was always very visible as she chatted up and down the car with fellow travelers.

I don't know if you have any outstanding employee recognition, but we would like to offer Cynthia as someone deserving of a special thank you from her boss.

Sincerely,

Ray and Shari P.
Parma, Mich.

Dear Amtrak:

I would like to commend one of your employees for her kindness to me on a recent roundtrip to Joliet, Ill., and back to Mineola, Tex. Ms. Phyllis McBride Goodman, the Sleeper Attendant in Car 2120 of *Texas Eagle*, kept us all comfortable and cheerful during two difficult trips.

... Due to a freight train problem ... the train arrived in Mineola at 3 a.m. and my family and I were exhausted. Phyllis was waiting for me as I stepped up to the train. She helped me to my room, gave me a cup of coffee (I was chilled) and was very sweet to me.

On the way home, she greeted me like a family member, and helped me up the stairs with my case to my compartment. She then made a dinner reservation for me ... She did whatever she could to make the trip comfortable and was pleasant to be around. Early the next morning we were delayed again by the accident in Texarkana. She kept us informed as to what was going on.

Too often people are rude and this young lady was very nice. Thank you for having people like her as employees on Amtrak.

Sincerely,

Jacqueline W.
Bonham, Tex.

Promotions

continued from page 8

Basketball Fans Train Their Way to the CIAA Tournament

To promote travel to Charlotte aboard three trains, Amtrak is partnering with the Central Intercollegiate Athletic Association to promote Amtrak Your Way to the CIAA.

College basketball fans planning to attend the 61st annual CIAA Men's and Women's Basketball tournaments this month may take advantage of a 20-percent discount when traveling aboard the *Carolinian*, *Piedmont* and *Crescent*.

More than 100,000 fans, students and alumni are expected to attend the event scheduled Feb. 27 through March 4 at the Bobcat Arena in Charlotte, N.C., The

tournament is the oldest Historically Black College athletic conference and is comprised of 12 Historically Black College and Universities located along the Eastern Seaboard.

"By partnering with the CIAA, Amtrak will gain significant exposure," stated Marketing Associate Sharon Gilbert. The sponsorship includes radio promotions in the Raleigh/Durham markets, an exhibit and signage in the arena, public address announcements during the game and an advertisement in the tournament program.

The Amtrak promotion will also be included in e-mail messages from the CIAA to its student organizations and alumni and included on both the North Carolina Department of Transportation and CIAA Web sites.

VITAL STATS

for December 2005

Month	Budget		Actual		Fiscal year-to-date	
	Budget	Actual	Budget	Actual	Budget	Actual
Safety						
Reportable Injury Ratio*	(goal) 3.0	2.9	(goal) 3.0	2.7		
Ridership	2,005,066	2,004,424	5,854,102	6,117,000		
Total Expenses	\$268,343,000	\$263,653,000	\$786,792,000	\$758,880,000		
Total Operating Revenue	\$162,631,000	\$167,329,000	\$475,568,000	\$495,685,000		
On-time Performance	(system goal) 85.0%	65.6%	(system goal) 85.0%	65.3%		

* Number of reportable injuries per 200,000 worked hours.



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Dining Changes Planned for Most Long-Distance Trains

Aiming to reduce its net loss on food service while maintaining quality and passenger satisfaction, Amtrak plans to broaden the scope of its “Simplified Dining Service” program to most long-distance trains by this summer.

The new dining service model represents a fundamental change in the way food service is managed aboard long-distance trains — its objective is to alter the economics of dining car service by reducing labor costs, increasing on-board sales, and improving both convenience and service quality for passengers.

Central to the initiative is a combination of a different method of food preparation and reduced wait staff through the continuous, “staggered” seating of passengers. By offering more flexible seating options, customers may choose the meal time they prefer, thereby extending the operation of the dining car and potentially accommodating more coach passengers and generating incremental sales.

The rollout of the new service in mid-February encompassed four long-distance trains — the *Texas*

Eagle, the *City of New Orleans*, the *Sunset Limited*, and the *Capitol Limited*. To support the implementation, extensive training classes for on-board managers to supervise the introduction of the new service began last month, and in-depth sessions for on-board service employees are slated before the launch of the service on each train.

The new service model features fully prepared meals that require minimal on-board cooking. Known as “center-of-the-plate” items in food and beverage parlance, the main components of the meal come already cooked and only need to be heated in an oven. Starches and vegetables are prepared fresh by the chef.

“The menu options are essentially the same meals we’ve been serving in dining cars for the past couple of years, with some new additions. These are all high-quality items that are used throughout the restaurant industry and have been well received by our passengers,” said Senior Director of Food and Beverage Tom Hall.

By reducing labor requirements in the galley with the elimination of



Director Contract Food and Beverage Mike Dwyer (center, standing) demonstrates one of the elements of the new dining service model to the on-board service crew of the *Sunset Limited* during a training session in Los Angeles. (L. to R.) Chef Steve Randall, Train Attendant Kirk Kensler, Lead Service Attendant Vincent Burgio, Mike Dwyer, Traveling Chef Paulette Starwood, Service Attendant Henry Ford and Chef Christian Natoli.

most griddle, scullery and dish-washing work (utilizing attractive disposable dinnerware), smaller crews are needed. On most trains, the base dining car crew of five will be reduced to three, for meal counts of up to 96. At higher meal counts additional staff will be added.

An essential element of Simplified Dining Service that allows smaller crews to effectively manage the flow of patrons to the dining car is

a standardized and staggered reservations system. Reservations are required for all meals and are made in 15-minute increments, so that no more than eight passengers (two tables) are seated at one time. The leadership of the lead service attendants (LSAs) and the assistance of the train attendants is critical to ensure a smooth operation, by inviting both sleeping car and coach passengers to make their

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Spanish-Language Site Targets Market

In its continuing effort to provide high-quality service to an ethnically diverse passenger base, the company launched a Spanish-language version of its Web site last month. Amtrak.com has long served as a valuable tool for passengers’ rail travel needs, and the new site extends its reach to the more than 400 million Spanish-speaking people worldwide.

By clicking the “En Español” button from the home page, or by visiting Español.amtrak.com, Spanish-speaking customers may access schedules and routes, make reservations and obtain a host of information.

“Spanish-speaking consumers living both in the U.S. and outside represent an important and growing part of our nation’s economy and our customer base,” said Matt Hardison, acting vice

president Marketing and Sales. Nearly half (48 percent) of the Hispanic population in the U.S. today resides in six cities — Los Angeles, New York, Miami, Houston, Chicago and San

Antonio — all Amtrak-served locations.

Amtrak hopes that its new Web site will not only attract the Spanish-speaking public within the U.S., but also the Hispanic population from around the globe. “Worldwide, Spanish is second only to English

among Western languages used on the Internet today, so we want to make Amtrak’s information accessible for Spanish-speaking people all over the world,” added Hardison.

Amtrak is one of the few transportation carriers to provide a complete translated version of its Web site.

“Several carriers provide minimally translated versions of their Web sites but ours contains every feature available on its English-language counterpart,” said Craig White, principal marketing officer, E-Commerce. “The two sites mirror each other virtually word for word and the new version has

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T R A I N O F T H O U G H T

Every year around this time, Amtrak presents to Congress and the U.S. DOT a proposal for its federal funding in support of operations and capital expenditures for our services. The foundation for our proposal — to come later this month — is clearly spelled out in our Strategic Reform Initiatives.

These initiatives are the guiding vision for Amtrak's future; raising standards for our passengers as well as for ourselves and transforming the company into an indispensable provider of passenger rail service.

Some of these initiatives are not visible to most employees, such as an accounting change that attributes costs to one of our five business lines.

Others are visible to some employees, such as the Simplified Dining Service that we're gradually implementing on long-distance trains (see the story about Simplified Dining in this issue). The new dining service has been a success, and especially so because it has been embraced with an improved and more personalized level of service from our on-board staff.

But whether visible or transparent, implemented by a handful or by many, the success of all of these

initiatives is critically important to Amtrak's long-term future and the support we have from federal taxpayers.

Later this month, I expect that our chairman, David Laney, and I will be testifying publicly before Congress about our funding request and the progress of our reforms. In this space and through the *Employee Advisories*, I will continue to update you on developments.

In closing, I want to emphasize that the single measure of success that our passengers will judge us on is the service they receive — not on how well they think we've implemented our reforms. So, please continue to put our customers first and take pride in the job you do.



David J. Hughes

Celebrating Black History Month



A number of events were held across the country last month as part of Amtrak's observance of Black History Month. One such event took place at the Jacksonville station on Feb. 18, in the company of U.S. Rep. Corrine Brown, local elected officials, employees and members of the community. (L. to R.): Manager On-Board Service Darrell Macon; Jacksonville City Councilor Mia Jones; General Superintendent Joe Wall; U.S. Rep. Corrine Brown; Marketing Manager Dennis Lyons; Superintendent of Passenger Services Sidney Birckett; and Manager Southern Division Marian Fordham.

Hosted by the Jacksonville Black History Committee, the event theme was "Honoring Leaders of the Past and Their Lasting Legacy."

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Amtrak Ink

Vol. 11, Issue 3, March 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free of charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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Ticket Revenue and Ridership Continues Strongly

Amtrak ticket revenue for the first four months of FY '06 totaled \$437.6 million on ridership of 7.8 million passengers, an 8-percent increase over the same period one year ago and 2 percent ahead of budget. January ticket revenue

Regionals, the railroad's largest revenue producer. However, unsatisfactory on-time performance on most routes translated into dissatisfied passengers, suppressing repeat ridership and encroaching on the bottom line.

long-distance OTP dropping to 37 percent, or 13 points lower than January a year ago.

On the NEC spine, ticket revenue through January reflected a 6-percent gain, while ridership fell by 4 percent. However, corridors outside the Northeast remained strong through the first four months of FY '06 with more than \$92 million in ticket revenue, a jump of nearly 12 percent over last year. Ridership, at 3.5 million, was 6 percent better than the same period a year ago. Long-distance service year-to-date was 7 percent ahead of last year's ticket revenue at nearly \$108 million. Ridership of 1.2 million was even with the same period a year ago.

January ticket revenues of \$94.3 million reflected an increase of 5 percent over a year ago, due mostly to the strength of the

Northeast Corridor *Regionals* and other short-distance and state-supported services, but was nevertheless lower than budget by 3 percent. Ridership was 1 percent ahead of last January with 1.72 million trips, with the slight increase attributed mostly to short-distance trains outside the Northeast spine.

On the Northeast Corridor spine, ticket revenue for *Regionals* of \$27.7 million was a 10-percent increase over a year ago, while ridership dropped by 3 percent, to 486,000 trips. Although *Regional* ticket revenues remained strong between Washington and Boston, ridership was affected by somewhat higher fares and lower gasoline prices than earlier in the year.

The January *Acela Express* and *Metroliner* combined ticket revenue of \$23.5 million dropped 5 percent and ridership was down 12

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Ridership and Ticket Revenue

Fiscal Year-to-Date	FY '06/Actual	FY '05/Actual
Ridership	7,835,844	7,770,295
Ticket Revenue	\$437,599,650	\$407,041,338
Month of January	FY '06/Actual	FY '05/Actual
Ridership	1,718,844	1,698,916
Ticket Revenue	\$94,267,991	\$89,873,287

was 5 percent ahead of a year ago, but fell short of budget by nearly 3 percent.

The increase was due in part to fare changes made in the fall and revenue management on

While *Acela* delivered in January an overall 86 percent OTP, with a solid 90 percent on the south end and an improving 84 percent on the north end, systemwide OTP was 69 percent for the month, with

Dining Changes Planned

continued from page 1

reservations in advance and filling in the available slots to maximize sales.

"By controlling the flow of customers as we deliver meal service, we can ensure that the food is prepared and plated to order and that passengers are provided professional and personalized service," said Director of Food and Beverage Standards Pete Humphreys.

The modification of dining car practices is just one ingredient in the company's overall strategy to shrink its food and beverage loss, originally projected at \$120 million this fiscal year. On an annualized basis, the Simplified Dining Service component is expected to reduce this loss by about \$10 million, once fully implemented.

Other related initiatives include Amtrak's recent renegotiation of its commissary contract with Gate Gourmet, a move that results in tighter financial controls and also provides strong incentives to the commissary provider to reduce Amtrak's food stock and operating costs. In addition, plans are in place for capital program modifications to the food service equipment that will improve sales capability and increase labor productivity by enhancing the service delivery platform — a rolling restaurant — that supports the total operation.

Recently passed legislation requires Amtrak to achieve operational savings by July 1, 2006, or be restricted from using appropriated funds to subsidize the net losses from food, beverage and sleeper car service on any Amtrak route. Progress toward achieving these savings will be monitored by the U. S. Department of Transportation and reported to Congress on a quarterly basis.

Commenting on the change to the long-distance dining service, acting President David Hughes said, "This is not an optional exercise. While cutting personnel is never easy, we need to realize operational efficiencies and improve customer participation or face the prospect of losing the food and beverage service altogether."

Simplified Dining Service will be expanded next month to the *Silver Star*, *Lake Shore Limited* and *Southwest Chief* and in May will roll out on the *Crescent*, *Coast Starlight*, *California Zephyr* and *Silver Meteor*. At this time, there are no plans to implement the new model on the *Auto Train* or the *Empire Builder*.

To prepare for this launch schedule, 64 managers specifically chosen for this assignment participated in training sessions held last month in Wilmington and Los Angeles. The coursework for the managers included orientation of the kitchen and dining room oper-

ations. Coming from locations across the system, each of the managers is responsible for riding trains with the crews at the onset of implementation. The role of the manager is to offer guidance, hands-on training and support during the trip, and to provide a detailed evaluation of the implementation.

Instruction for on-board service employees encompasses three components: orientation, training and on-board support. The orientation briefing takes place the trip before the new model is implemented and consists of a briefing with a detailed overview of the program rationale and objectives. Before the trip on which the service begins, a two-hour training session is held that makes use of two training videos — one customized for chefs and another for lead service attendants — as well as new service guides. The training support continues on board, with hands-on assistance and coaching from one of the 64 qualified managers.

The progress of the crews will be assessed by the managers, who are responsible for filing detailed electronic evaluations in the Transportation Department Review System that will provide specific data and results for each crew. Managers will ride and support the implementation during at least the first few weeks of implementation

to insure results are being achieved.

Support from other departments is also critical. For instance, better coordination with the Mechanical department to improve the response to food service equipment issues that impact service delivery is an important part of the program.

Back in December, when some of the components of the new dining service were being tested aboard the *Texas Eagle* and the *City of New Orleans*, feedback from the crews proved crucial to refining and developing the program to reach its current state — with a number of improvements made as a result of employee input.

Afterward, a group of chefs and LSAs met for several days in Wilmington in January with Customer Services department staff to finalize the program elements.

"Our on-board service crews have been extremely helpful in providing constructive ideas to help make this program work," said Customer Services Field Operations Senior Director Brian Rosenwald. "And the fine-tuning will continue until we have a smooth and successful operation that improves our bottom line and works for our customers."

Overhauled Cab Cars Destined for Renewed Keystone Line

Under the Mechanical department's FY '06 capital program, the Cab Car Remanufacture Project is an important element of the Keystone Corridor Improvement Project aimed at providing all-electric service and a faster, more reliable and comfortable trip on the 105-mile Keystone Line.

Originally built in 1968 as *Metro-liners* and then converted to push-pull cab cars at Wilmington Shops between 1989 and 1991, the units afford the railroad operating flexibility by enabling the train to easily reverse directions at the end of the route. Cab cars save valuable time that would otherwise be taken to wye a train or circle a locomotive around it.

"The cab car is equipped with control devices that, when coupled

with other passenger cars and a locomotive, enables the engineer in the cab to remotely control the functions of the locomotive," explained Bear Car Shop Superintendent Danny McFadden. "To operate in the opposite direction, the engineer simply climbs down from the cab car and goes to the locomotive."

In a typical train consist, the cab car is positioned at the front of the train, followed by additional passenger cars and a push-pull electric locomotive at the rear.

The improvements most apparent to passengers are new fiberglass

bathroom modules that contain new toilets, sinks, fixtures, vinyl flooring and easy-to-clean fiberglass walls.

The 68-seat coach section is equipped

with new lighting, carpet and seat cushions.

Other upgrades that are not quite as obvious include reconditioned public address systems and overhauled trucks, brake systems, air conditioning systems, electrical panels and 480-volt electric cable.

The cars are also outfitted with updated safety features such as new nine-aspect cab signal systems and ACSES civil speed enforcement systems that work together to prevent collisions and derailments by automatically stopping or slowing the train when necessary.

Federal Railroad Administration-compliant event recorders, similar to airline black boxes, are also installed in the cars to record the actions of the locomotive engineer regarding the movement of the

train. The cab car is equipped with a safety device, known as an alertor, that applies the brakes if the locomotive engineer fails to manually acknowledge an alarm that periodically sounds and flashes while the train is moving.

At press time, Human Resources' Employee Development team is developing a cab car maintenance class to re-train Mechanical employees on updated methods of repairing and servicing these units.

The training is expected to take place late this spring in New York, Harrisburg, Philadelphia, Washington and New Haven.

Work on the project, budgeted at approximately \$1 million per unit, began in FY '04 and the first six units were finished in FY '05.



Car Repairman/Welder J. Bruce Carlton installs a grab iron on cab car 9646 at Bear Car Shop. The grab iron is a safety feature used by the crews to hold on to when pulling cables or coupling the train.



Electrician Anthony Testa installs wiring in the disaster lighting system of cab car 9646.

Performance Results

continued from page 3

percent against last January, for a total of 192,000 trips. *Acela* ridership and ticket revenue between New York and Boston slowed due to higher prices, reduced frequencies and, potentially, airline competition.

To help promote *Acela Express* ridership, Amtrak's Marketing department launched a new Guest Rewards® "Double Points" *Acela* offer in January, promoted through direct mail, e-mail and all NEC Quik-Trak screens. Several direct mail offers were also sent to a target audience of AGR members based on their past travel histories. Additionally, from March 13 to June 17, AGR members may take advantage of Amtrak's "Buy 2,

Get 1 Free" offer. After signing up for the promotion, AGR members who complete two roundtrips or four one-ways on *Acela* between select city pairs get a free roundtrip. This promotion is featured in a new television ad debuting this month.

In the Midwest and on the West Coast, short-distance trains continued to attract strong ridership and post solid revenue numbers in January. In the Chicago area, ridership and ticket revenue increased on all routes, with the largest gains on the Chicago-Milwaukee *Hiawathas*. This service ended the month with a 14-percent increase in ridership and a 21-percent jump in ticket revenue over January a year ago.

The year-old Milwaukee Airport rail station, a popular stop, generated \$95,000 in January ticket revenue based on 5,000 passenger departures.

On the West Coast, *Pacific Surfliner* January ridership rose nearly 30 percent over last year and ticket revenue soared more than 52 percent ahead of last year, while the *San Joaquins* also returned a "double-double" — a 17-percent ridership increase and a nearly 23-percent spike in ticket revenue.

Overall, long-distance trains did well despite some operational troubles, such as the service suspension of the *Sunset Limited* east of New Orleans (due to Hurricane Katrina), the *Crescent*

(freight derailments and reduced sleeper inventory) and the *Cascades* and *Coast Starlight* (mudslides).

Together, these complications accounted for a loss of nearly \$1 million in ticket revenue. Total long-distance ticket revenue was nearly \$23 million, an increase of more than 5 percent over last January. Ridership was 2 percent ahead of a year ago, with more than 254,000 trips. The *Empire Builder* service produced \$2.5 million in ticket revenue, an increase of 11 percent over last January, boosted by the sleeper bookings. *Empire Builder* ridership was even with January one year ago.

Equipment Washing Facility a Welcome Addition

Supports Tighter Environmental Controls, Yields Greater Efficiency

A new vehicle and equipment spray wash facility at the Providence R.I., Maintenance-of-Way base, designed to minimize impacts to the environment is also more efficient at washing the roughly 40 oversized work vehicles and another 40 pieces of track maintenance equipment used by the Engineering department in New England.

Equipped to handle large track equipment, the new facility opened in December after more than two years of planning, engineering design, and construction. The \$700,000 facility was financed by the Environmental Health and Safety department's capital program.

Replacing a much-smaller spray wash facility that had been constructed in the 1980s, the new facility incorporates more stringent pollution controls. The key design features include a 40-foot-by-60-foot concrete pad with integrated track, a roofed structure with two side walls, and a 2,000-gallon underground holding tank.

To prevent the wash water from potentially polluting the storm water, an environmentally sound drainage system conveys it to the underground holding tank.

When the holding tank becomes full, the spent water is hauled off site to a treatment facility for proper disposal. The tank was less expensive to construct and is more cost-effective to operate than a complex wastewater treatment system.

"Use of the spray wash facility is expected to result in long-term cost savings for Amtrak because of improved storm water pollution controls, which minimizes the potential for fines from regulatory agencies," said Senior Environmental Coordinator Rob Graham.

While keeping potential contaminants from impacting the environment is essential, keeping the vehicles and track equipment clean also makes good sense as oil leaks are more easily discovered and fixed and proper main-

tenance and care of the track equipment extends its lifespan.

The preliminary engineering design for the spray wash facility was developed by Jim Mann of the Amtrak Engineering Design group in Philadelphia. Cardi Corporation of Warwick, R.I., was selected

through a competitive bid process to develop the final design and to construct the facility. Construction oversight was provided by Anthony Scorpio, New England Division area construction engineer.



A track stabilizer is cleaned at the new spray wash facility located at the Providence Maintenance-of-Way base. Opened in December to handle large pieces of track equipment and oversized work vehicles used by the Engineering department, the facility enforces stringent pollution controls and is more efficient than its predecessor.

First-Quarter Safety Results Reflect Positive Trend

Demonstrating that Amtrak is continuing to make safety its top priority, the number of Federal Railroad Administration-reportable injuries in the first quarter of FY '06 dropped significantly over the same period last year and FY '04. Comparing quarter to quarter, this favorable trend has continued over the past two years.

Systemwide, the injury ratio, which represents the number of FRA-reportable injuries per 200,000 work hours, reflects major improvement in safety performance over the past two-year period. In FY '06, the first-quarter ratio dropped to 2.7, and first-quarter ratios in FY '05 and FY '04 were 3.8 and 4.5, respectively.

Overall, Amtrak employees sustained 124 injuries during the first quarter, down from 183 injuries recorded in first quarter of FY '05, and much lower than the 217 reported in the first quarter of FY '04.

The progress is also reflected in year-over-year comparisons, with a 3.7 ratio for FY '05 and 4.5 ratio for FY '04. Year-end totals for

those years were 712 and 891, respectively.

Amtrak safety experts attribute the two-year trend in large part to increased attention to injury prevention, personal accountability and implementation of targeted safety programs, such as increased safety walk-about and safety briefings, by the three major operating departments: Engineering, Mechanical and Transportation.

During safety training courses held this past quarter in Mechanical facilities at Los Angeles, Chicago, Washington and Bear, cross-functional teams of craft and management employees pinpointed safety risks and fixes in specific work environments.

Last fiscal year, the Engineering department held a joint labor-management safety congress during which groups addressed safety issues, presented findings and made recommendations on how to resolve and or improve these issues.

The Transportation department also focused on reducing injuries by targeting high-profile injuries, such as slips, trips and falls, analyzing the root cause of each

injury and then focusing on specific prevention, including MoveSmart® techniques. Transportation also targeted weather-related causes of injuries, such as extreme heat in the summer and icy conditions in the winter.

Transportation supervisors attended workshops that covered methods for providing constructive feedback to employees. Additionally, the department distributed pamphlets about specific injury risks and how to correct the behavior that could lead to bodily harm. Jointly, Engineering and Transportation hosted four safety fairs last summer to promote safety awareness and good health.

The Mechanical department contributed to the effort by holding joint labor-management Safety Training Camps at Sunnyside Yard aimed at tackling problem areas and providing refresher training to reinforce safe behavior.

Proper reporting is also a key to reducing injuries. A message was sent to employees by the Safety department about the importance of accurate and timely reporting —

an effective tool to help prevent similar incidents from occurring.

"Working safely means watching out for each other and not hesitating to correct unsafe behavior, and we're dedicated to providing employees the tools to do just that," said Safety Superintendent Bob Noonan.

Noonan added that employees say they feel that local supervision plays a critical role in creating a safety-conscious culture. By coaching employees about safe behavior and recognizing outstanding performance, managers foster a safe work environment. Employees also remarked on the value of local safety committees and the responsibility the members take in promoting safety.

Based on this progress, the safety performance bar has been raised. The injury ratio goal has been lowered from 3.4 in FY'04 to 3.3 in FY'05 and, most recently, to 3.0 for the current fiscal year.

P R O M O T I O N S I N M O T I O N

Acela Television Campaign Highlights On-board Flexibility

The *Acela Express* winter/spring marketing campaign includes a combination of print, radio and, starting March 15, television advertising featuring a new 30-second commercial titled "Destinations."

Opening with an engaging original soundtrack, a series of vignettes portrays the range of "destinations," or experiences, a passenger may choose from aboard *Acela Express*.

For instance, one destination depicts Business class travelers seated around a conference table aboard the train. "Destination: Restaurant"

shows a passenger enjoying at-seat meal service in the First class car.

"Given television's power of sight, sound and motion, this campaign will further extend *Acela's* position as a premium means of travel by showcasing its features and benefits, particularly for the business

traveler," explained Marketing Director Darlene Abubakar.

The ad closes with a call to action for Amtrak Guest Rewards® members to sign up for a limited-time Buy 2, Get 1 Free offer designed to increase *Acela Express* ridership and AGR enrollment. By completing two roundtrips or four one-way trips between select city pairs on *Acela Express* or *Metroliner* between March 13 and June 17, 2006, passengers get a free roundtrip. In addition to its reference on the television advertising campaign, the offer is promoted in

newspapers and through AGR-member direct mail and e-mail.

Train Travelers Save at Six Flags Marine World

Amtrak and Six Flags Marine World are currently offering passengers and Amtrak employees a sightseer package that includes train travel and significant discounts on admission to the popular amusement park. The package, available only through Amtrak, includes admission to the park, travel on *San Joaquins* or *Capitol Corridor* trains to Martinez and direct Thruway bus connection to Vallejo-Marine World Six Flags.

By purchasing a sightseer package through Amtrak, adults and seniors may save 50 percent and children save 16-percent off the regular admission price through October 2006.



The new *Acela Express* television commercial portrays business travelers making good use of travel time by conducting a meeting on board the train.

E M P L O Y E E M I L E S T O N E S

Congratulations to All of You!**25-Year Anniversaries February 2006**

BARNETT, REBECCA
Chicago Metro District

BOOK, RONALD
Philadelphia District

BRADLEY, CHINESE
Chicago Metro District

POUSTUS, STANLEY
Wilmington/Bear District

RAIA, LARRY
Los Angeles District

WUCHICH, WALTER
Chicago Metro District

30-Year Anniversaries February 2006

AHMED, KAMAL
Wilmington/Bear District

ALLEN SR, DOUGLAS
Wilmington/Bear District

ANDERSON JR, ROBERT
Wilmington/Bear District

ANDERSON, REYNOLDS
New York District

APANAH, RAMESH
Sanford District

APPOLD, RAYMOND
New York District

AQUILIA, CHARLES
New York District

ARCEO, BENIGNO
Mid-Atlantic Div/DC Non-HQ

ARMSTRONG, JOHN
New York District

ARNONE, ANTHONY
Miami District

ASKEW, JANIE
New York District

BAKER SR, STEPHEN
Wilmington/Bear District

BARDY III, RICHARD
Beech Grove District

BARRY, DOUGLAS
New York District

BEHRLE, DOUGLAS
Wilmington/Bear District

BEST, TIMOTHY
Wilmington/Bear District

BISCOE, JAMES
Wilmington/Bear District

BLOCKER, ESTHER
Philadelphia District

BLOUNT, ANTHONY
New York District

BLUE, CARROLL
Wilmington/Bear District

BORS, ROBERT
Wilmington/Bear District

BRADFORD, KERREY
Wilmington/Bear District

BRADFORD, WAYNE
Sanford District

BROCKINGTON, ANGELA
Mid-Atlantic Div/DC Non-HQ

BRODERDORP III, EDWARD
Wilmington/Bear District

BROSNAN, DAVID
Wilmington/Bear District

BROWN JR, JOHN
Wilmington/Bear District

BRYANT, MICHAEL
New York District

BRYCK, JOSEPH
Wilmington/Bear District

BUCKLEY, JOHN
New York District

CAGNONI, RICHARD
New York District

CALLAHAN, EDWARD
New York District

CARLIN, KENNETH
New York District

CARLIN, PATRICK
Wilmington/Bear District

CARMAN, GREGORY
New York District

CARTER, ERNEST
New York District

CASTRONUOVA, JOHN
New York District

CENNAMO, VINCENT
New York District

CERMINARA, PASQUAL
Wilmington/Bear District

CHAGA, MICHAEL
Wilmington/Bear District

CHERICO, GERALD
Wilmington/Bear District

CHIN, ALBERT
New York District

CLINE, DENNIS
Wilmington/Bear District

COGLIANO, JOSEPH
Wilmington/Bear District

COLM, RONALD
Philadelphia District

CONNERS, RICHARD
New York District

COPPOL, FRANCIS
Wilmington/Bear District

COSCIA, JOSEPH
New York District

COSTELLO JR, ROBERT
Philadelphia District

CULLIGAN, BRUCE
New York District

DALY, SEAN
New York District

DAVID, JOHN
Wilmington/Bear District

DAVIDSON, WILLIAM
Wilmington/Bear District

DENNEHY JR, THOMAS
Chicago Metro District

DENZEL, RONALD
Philadelphia District

DESVIGNES, EMMANUEL
New York District

DICKEY, DAVID
Wilmington/Bear District

DIELEUTERIO, NICHOLAS
Wilmington/Bear District

DIMEDIO, ANDREW
Wilmington/Bear District

DINONNO, NICHOLAS
New York District

DOERING, PHILLIP
Wilmington/Bear District

DORSOGNA, CARL
New York District

DUBE, ROBERT
Wilmington/Bear District

DUGAN JR, JAMES
Sanford District

ENTROP, MARK
Chicago Metro District

EVANS, WILLIAM
Wilmington/Bear District

FEIN, ROBERT
New York District

FERRETTI, THOMAS
Wilmington/Bear District

FIGLIOLA JR, MICHAEL
Wilmington/Bear District

FITZWATER JR, PAUL
Wilmington/Bear District

FORGIONE JR, JOHN
Mid-Atlantic Div/DC Non-HQ

GALLO, PATRICK
Wilmington/Bear District

GAM, JOSEPH
Wilmington/Bear District

GANC, MARK
Wilmington/Bear District

GRANADOS, LILLIAN
Los Angeles District

GAUL, MARYELLEN
Chicago Metro District

GAWEL, PHILLIP
Wilmington/Bear District

GENNUSA, JOSEPH
New York District

GIMBUTAS, A
Wilmington/Bear District

GRANT SR, DONALD
Wilmington/Bear District

GRANT, CHARLES
Wilmington/Bear District

GREGORY, JAMES
Wilmington/Bear District

GREY, JOHN
Wilmington/Bear District

GRIFFIN JR, EDWARD
New York District

GRYAN, MARK
Wilmington/Bear District

HASSEL, EDWARD
Wilmington/Bear District

HAYDEN, JACK
Wilmington/Bear District

EMPLOYEE MILESTONES

Congratulations to All of You!

HICKSON, GLENN New York District	LANCIANESE, PATRICK Wilmington/Bear District	MILLER, MICHAEL New York District	REEVES, EDWARD New York District	STAFFORD, ARTHUR New York District	ZANDERS, CARTER New York District	NIEMI, LEO Boston District
HOEY, CHARLES New York District	LAWTON III, JOSEPH Wilmington/Bear District	MITZEL, BRIAN Empire/Albany District	REILLY, DONALD New York District	STERLING III, HENRY Wilmington/Bear District	ZIZZO, ANTHONY New York District	PARAISO, MARIA Washington, DC/HQ
HOWARD, GARY New York District	LAZARTIC, PETER Wilmington/Bear District	MOONEY III, PATRICK Wilmington/Bear District	REILLY, MICHAEL Wilmington/Bear District	STEWART, WILLIAM Wilmington/Bear District	ZOLI, JOSEPH Wilmington/Bear District	PATRICK JR, ELGIE Philadelphia District
HUHN, JOHN Philadelphia District	LEPKOWSKI, GARY New York District	MORRELL, JON Wilmington/Bear District	REPOLE, RUSSELL New York District	SYGOWSKI, THOMAS Wilmington/Bear District	Retirees	
HURLEY, WILLIAM Wilmington/Bear District	LEPORE, GARRY Wilmington/Bear District	MURPHY, JOSEPH New York District	RILEY, JAMES Wilmington/Bear District	SZCZESIAK, JOHN Wilmington/Bear District	January 2006	
HUXLEY, THOMAS Wilmington/Bear District	LEWANDOWSKI, JAMES Wilmington/Bear District	MURPHY, THOMAS New York District	RILEY, PAUL Wilmington/Bear District	SZCZESIAK, RONALD Wilmington/Bear District	BAIN, ROBERT Miami District	RAGLAND, ROBERT Wilmington/Bear District
IGNUDO, ANTHONY Wilmington/Bear District	LEWIS, WILLIAM New York District	MURRAY, JOHN Wilmington/Bear District	ROOF, RICHARD New York District	SZCZYPIENSKI, JAMES Detroit District	BELLO, PAUL Washington, DC/HQ	ROMAN, BRIAN Washington, DC/HQ
ISAACS, DONALD Miami District	LOMBARDO, FRANK Wilmington/Bear District	MYERS, JOHN Wilmington/Bear District	ROSOFSKY JR, MICHAEL New York District	THOMPSON, EDWARD Wilmington/Bear District	BROWN, HERBERT Chicago Metro District	SABOURY, WILBERT Mid-Atlantic Div/DC Non-HQ
JAFFE, MICHAEL Wilmington/Bear District	LYNN JR, ROY Washington, DC/HQ	NESBITT, ANDREW New York District	ROWE, CHRISTINE New York District	TOTARO, MICHAEL Wilmington/Bear District	BURR, DAVID Boston District	SEES, KATHLEEN Washington, DC/HQ
JAMES, CORNELIUS New York District	MACCHIO, FRANK New York District	NESCI, VINCENT Wilmington/Bear District	RUDE, WAYNE Wilmington/Bear District	TREUT, DONALD Wilmington/Bear District	BURTON, EDWARD Chicago Metro District	SOKOLOWSKI, JOHN Chicago Metro District
JANDOVITZ, STEPHEN New York District	MACCOLL, JOHN Wilmington/Bear District	NEWTON, RICHARD Wilmington/Bear District	RUSSO, JOSEPH New York District	TROVINGER, ROBERT Wilmington/Bear District	CHILDS, LINDA Washington, DC/HQ	SOUSA III, JOSEPH Philadelphia District
JOHNSON, ALLAN Wilmington/Bear District	MAJOR, CLAUDETTE New York District	O'NEILL JR, ALBERT Wilmington/Bear District	RYAN, ROBERT Wilmington/Bear District	TROVINGER, ROGER Wilmington/Bear District	CICCARELLI, WILLIAM Wilmington/Bear District	SPENGLER, HENRY New Orleans District
JOHNSON, HARRISON Philadelphia District	MANNIELLO, CARMINE New York District	OCHS, ANTHONY New York District	SALVATORE, FRANCIS Wilmington/Bear District	TROWER, DOROTHY Philadelphia District	COFER, MERLIN Seattle District	ST JOHN, FRANCIS Beech Grove District
JOHNSON, VELMA Chicago Metro District	MARINO, MICHAEL Empire/Albany District	OLLIVIERRE, KENNETH New York District	SALVATORE, JAMES Wilmington/Bear District	TUCKER, THOMAS Wilmington/Bear District	COLLINS, HARRY Seattle District	STITH, ERNEST Sanford District
JOSSA, LOUIS New York District	MATTHES, MAX Wilmington/Bear District	PANTALINO, RICHARD Wilmington/Bear District	SAMUELS, ROBERT New York District	TUSSEY, STEPHEN Wilmington/Bear District	DIXON JR, JAMES Sanford District	ULIS, SARAH Washington, DC/HQ
JULIANO, AUGUSTINE New York District	MATTINGLY, MARTINA Philadelphia District	PARKER, WILLIAM New York District	SANCHEZ, JOSEPH New York District	UBIL, GEORGE Wilmington/Bear District	DOBROWOLSKI, HARRY Philadelphia District	VARGAS, REGGIE Los Angeles District
KACZUR, STANLEY Wilmington/Bear District	MATTSON, JOHN Wilmington/Bear District	PERINE, LINDA New York District	SANDY, LAUREL New York District	VANNESS, ROBERT New York District	DOMAN JR, DONALD Seattle District	VAUGHAN, KENT Los Angeles District
KANICH, MICHAEL Wilmington/Bear District	MCALPINE, GEORGE Wilmington/Bear District	PERRY, JOHN New York District	SCOTT, KENNETH Wilmington/Bear District	VANSANT, EDWARD Wilmington/Bear District	FILANOWSKI, DOMINIC Philadelphia District	VILCA, BENEDICTO New York District
KAPELA, MICHAEL Mid-Atlantic Div/DC Non-HQ	MCCLAFFERTY JR, PAUL Wilmington/Bear District	PETERSON, LEO New York District	SEENEY, LINDA Philadelphia District	VASQUEZ, MICHAEL Chicago Metro District	FRANK, DAVID New York District	WARREN, LINWOOD New Haven District
KARDOS, JOSEPH Wilmington/Bear District	MCDOWELL SR, JAMES Wilmington/Bear District	PETROVIC, CAROL Chicago Metro District	SERFASS, RICKY Wilmington/Bear District	VERMITSKY, JOHN New York District	VASQUEZ, MICHAEL Chicago Metro District	WEBSTER, KENNETH Baltimore District
KEARNEY, JOHN Wilmington/Bear District	MCFARLANE, WINSTON New York District	PETRUCCI, GERALD Wilmington/Bear District	SEUBERT, HARRY New York District	VILCA DORILA New York District	GUZIAK, KENNETH Oakland District	WHITLEY, MAE Mid-Atlantic Div/DC Non-HQ
KEAT, PAUL New York District	MCGINNESS, RICHARD Wilmington/Bear District	PISANI, FRANK Wilmington/Bear District	SHUMATE, JAMES Wilmington/Bear District	WHITE SR, JAMES Wilmington/Bear District	HANCOCK, BARBARA Washington, DC/HQ	
KEAT, STEVEN New York District	MCGRORY, MICHAEL Wilmington/Bear District	POLLOCK, HOWARD Philadelphia District	SIMS, TYRONNE New York District	WHITE, TARSER New York District	JACKSON, JOHN Wilmington/Bear District	
KEELEY, WESLEY Twin Cities District	MCGUIRE, DENNIS Wilmington/Bear District	POPIEL, CHRIS Wilmington/Bear District	SLADE III, JOSEPH New York District	WIERTZ, KEITH New York District	JACKSON, NOVAL Salt Lake City District	
KELLY, ALAN New York District	MCKENZIE JR, HARRY New York District	PRZYBYLEK, STEVEN Wilmington/Bear District	SLOAN, ANDREW Philadelphia District	WILEY, THOMAS Washington, DC/HQ	JAMES, DANIEL Mid-Atlantic Div/DC Non-HQ	
KELLY, ROBERTA Philadelphia District	MCNEIL, CLIFFORD New York District	PSOMIADES, DEAN New York District	SLONIEWSKI SR, THOMAS Wilmington/Bear District	WILLEY, LESLIE Los Angeles District	JOHNSON, CHARLES Chicago Metro District	
KIND, RICHARD Wilmington/Bear District	MC SHEA, KEVIN Philadelphia District	PUGH, KEITH Wilmington/Bear District	SMITH, JAMES Wilmington/Bear District	WILLIAMS, RUDOLPH New York District	JOHNSON, JOHN Boston District	
KIRBY, KATHY Chicago Metro District	MEADOWS, ROGER Wilmington/Bear District	PUIT, MICHAEL Wilmington/Bear District	SMITH, JERRY New York District	WILLIS, ROBERT Wilmington/Bear District	JONES, RICHARD New Haven District	
KITZ, RICHARD New York District	MEALEY, THOMAS Wilmington/Bear District	PULGINI, JOSEPH Wilmington/Bear District	SMITH, WILBERT New York District	WILSON, JAMES Wilmington/Bear District	KULLA, GEORGE Mid-Atlantic Div/DC Non-HQ	
KONKLEWSKI, JOSEPH New York District	MEDORA, JOSEPH Wilmington/Bear District	QUILL, BENJAMIN Wilmington/Bear District	SNYDER, GARY Wilmington/Bear District	WINSTON, MICHAEL New York District	LEHNDORFER, KARL Los Angeles District	
KRAVITZ, GARY Wilmington/Bear District	MENDEZ, MARVIN New York District	RAPPOSELLI, DOMINIC Wilmington/Bear District	SOMERS, HENRY New York District	WOLFE, CHRISTOPHER Washington, DC/HQ	MATTHEWS, DONALD Mid-Atlantic Div/DC Non-HQ	
KRETT SR, RAYMOND Wilmington/Bear District	MERENA, THOMAS Wilmington/Bear District	RAYMONT, PAUL Wilmington/Bear District	SORCE, CHARLES Wilmington/Bear District	WORTHAM III, CHARLES Wilmington/Bear District	MOSHIER, JOHN Washington, DC/HQ	
KUMPEL, CLAUDE Wilmington/Bear District	MILLER, CARLOS New York District	REED, BRIAN Wilmington/Bear District	SQUIBB, DAVID Lorton District	YOUNGER, MYLES Wilmington/Bear District	MUELLER, DAVID Detroit District	

Correction:
The header for retirees in the Employee Milestones feature of the February issue was misprinted. It read January 2006, but should have read December 2006. *Amtrak Ink* regrets the error.

FRONT LINE FOCUS

Dear Amtrak:

I am writing to recognize the exemplary service provided by Amtrak ticket agents Angie Patterson and Adriane Strange. Both agents exceeded my expectations, ensuring I was able to arrive at my destination in a timely fashion.

... due to problems north of Wilmington, train 141 was delayed one hour and 30 minutes. This presented a big problem for me as I had a scheduled court appearance in Baltimore at 1:30 p.m. Ms. Patterson and Ms. Strong took personal interest in my problem and presented me with several options. In essence, they made my problem "go away" which I sincerely appreciate and feel warrants special recognition.

I have been a daily commuter between Wilmington and Baltimore for the past two years and rarely has there been an opportunity for me to praise the customer service I've received from an Amtrak employee. Ms. Strong and Ms. Patterson are the exceptions. Ms. Patterson listened to understand my situation and conferred with Ms. Strange to offer a viable solution to my travel arrangements. Not only did they provide me with exemplary customer service, they took ownership of my problem and did so with a bright smile.

... they represent excellent examples of how to treat a customer.

Kudos to Ms. Patterson and Ms. Strong!

Charles M.
Wilmington, Del.

Dear Amtrak:

Amtrak service and cleanliness has vastly improved over the last decade. I have spent almost \$2,000 on Amtrak over the last 6 months, enjoying Western U.S. travel. I have also contacted my senators, congressmen, and state Governor's office to voice my support in Amtrak's future funding by our U.S. Gov't.

The main purpose of this letter to is to recognize exceptional courtesy, efficiency, and work effort by some Amtrak associates:

1. Mrs. Dolores Benton / Car Attendant Train 14
2. Mr. Thomas Lafferty [River side Reservation sales agent]
3. Mr. Nate Strothers [sleeping car attendant, Los Angeles]

... Appreciated by your Amtrak customers. Thanks!

Rudolph R.
Warsaw, Mo.

Spanish-Language Site

continued from page 1

all of the functionality of the English-language site," White added.

As part of its strategy, the Marketing department is amplifying its advertising in Hispanic communities via Spanish-language radio and newspapers in the U.S. and Mexico. In addition, online advertising will appear on Hispanic Web sites and search engines will drive those seeking information in Spanish to the new site. Amtrak Guest Rewards® members will receive an e-mail update promoting the Web site.

The company deployed TransMotion® technology created by

MotionPoint Corporation, which will maintain the site, while Amtrak will continue to update its English-language site.

According to Roger Seitzinger, creative director, E-Commerce, "The beauty of this technology is that any changes we make on the English site will automatically be changed within 24 hours and reflected on the new site. It saves us time and money in that we do not need to maintain two sites."

Based upon the success of the Spanish-language site, Amtrak.com may be represented in other languages in the future.

VITAL STATS

for January 2006

Month	Fiscal year-to-date			
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.9	(goal) 3.0	2.7
Ridership	1,688,571	1,718,844	7,542,673	7,835,844
Total Expenses	\$256,556,000	\$249,576,000	\$1,043,348,000	\$1,008,463,000
Total Operating Revenue	\$144,329,000	\$143,578,000	\$619,895,000	\$639,264,000
On-time Performance	(system goal) 85.0%	68.9%	(system goal) 85.0%	66.2%

* Number of reportable injuries per 200,000 worked hours.

PRSRT STD
U.S. POSTAGE
PAID
DULLES, VA
PERMIT 056



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

FY '07 Budget Request Submitted to Congress

Proposal for Next Year Driven by Reform Initiatives

Board Chairman David Laney and acting President David Hughes told Senate Appropriations Subcommittee members what it would take to effectively operate and continue pursuing reforms at the railroad next fiscal year at a Congressional hearing on March 16.

Amtrak's request to Congress for FY '07 funding is largely driven by the Strategic Reform Initiatives first introduced last spring.

Assuming key reforms are successfully implemented, the SRIs are estimated to reduce the level of federal support required over the next three to five years by \$500 million or more, Laney told the panel.

In FY '07, Amtrak expects to decrease its dependency on federal operating support by over \$40 million as a result of the reforms, from \$540 million this year to \$498 million.

Capital projects are projected at \$730 million next fiscal year, \$235

million more than this year.

Contributing to the difference are major one-time projects such as the replacement of the Thames River Bridge in Connecticut, upgrading of the Northeast Corridor dispatching system and other investments aimed at supporting the Strategic Reform Initiatives.

The railroad's request for federal support totals \$1.598 billion, which is in line with what Amtrak received this fiscal year, when the one-time capital investments are excluded.

In addition to the proposal, Amtrak laid out investment options that would further advance some of the initiatives. Adding up to an additional \$275 million, the recommendations include supplemental funds for freight OTP incentives and federal matching grants for state corridor development.

Underscoring the direct link between the implementation of

Strategic Reform Initiatives and federal support, Hughes told employees in a March advisory, "We will be unable to effectively make the case for [federal] support unless we demonstrate improvements in operating efficiency, financial performance and customer service."

Amtrak is examining all of its operating units from every angle, with an eye toward reducing losses and subsequently lessening its dependence on federal operating support. In addition, certain initiatives are designed to implement customer service improvements that will drive ridership and revenue growth.

At the hearing, Chairman Laney reported on reforms the company is currently pursuing, such as measures to reduce the cost of food and beverage service. The railroad is rolling out a new model for delivering food service on most of its long-distance trains. By summer, those trains will offer

reserved-seating meal service delivered by smaller crews. Based on initial feedback from passengers, the staggered seating has led to a higher degree of personalized service. Because dining car service is available for longer periods under this new model, sales are up. The company is also considering the less-costly option of outsourcing some food and beverage service.

A number of departments are involved in improving financial management and reporting systems, and the company is studying other efficiencies in mechanical, stations and call center operations.

The company is also currently undertaking a comprehensive review of the financial performance of long-distance services, Laney reported.

The Grant and Legislative Request is available on the Intranet and on Amtrak.com.

February Shows Strong Revenue, Ridership Gains

Thanks to double-digit ticket revenue growth on the part of 17 short-distance and state-supported trains and nine long-distance services, February was a robust month for Amtrak.

Revenue of nearly \$92.8 million for the month topped last year by 7 percent, and through February of this fiscal year, total ticket revenues of over \$530 million jumped more than 7 percent ahead of the same period last year.

February ridership of nearly 1.7 million was slightly higher than last year (1 percent) due in part to the continuing strength of short-distance trains. Ridership of more than 9.5 million through February of this fiscal year was about even compared to last year.

On the Northeast Corridor spine, February's *Acela/Metroliner* combined ridership of approximately 195,000 passengers was 12

\$24 million in February were also lower than last year by more than 5 percent, but are expected to improve in March due to the

improvement in its on-time performance. In February, the service delivered an end point on-time performance of more than 88 percent — with 90 percent on the south end between New York and Washington, and 86 percent on the north end between New York and Boston.

February OTP was 24 percentage points higher than February a year ago and January OTP, at 86 percent, was better than a year ago by 31 percentage points.

These gains are the result of targeted efforts by the Engineering, Transportation and Mechanical departments to improve the performance of Amtrak's premium service. The FY '05 OTP percentages stated above use the current,

Ridership and Ticket Revenue

Year-to-Date Through February	FY '06 Y-T-D	FY '05 Y-D-T
Ridership	9,525,454	9,436,287
Ticket Revenue	\$530,363,884	\$493,677,504
Month of February	FY '06	FY '05
Ridership	1,689,610	1,665,992
Ticket Revenue	\$92,764,235	\$86,636,166

percent behind last year. Due to the combined effects of north-end service frequency reductions, higher fares and low-cost air competition. *Acela/Metroliner* ticket revenues of

February implementation of revenue management.

Despite the disappointing numbers, *Acela* service has shown remarkable

TRAIN OF THOUGHT

Last month, Amtrak submitted its FY '07 Grant and Legislative Request to Congress. In a nutshell, we're asking for about \$40 million less next year to support operations and about \$235 million more in capital project funding to continue our state-of-good-repair goals.

When you exclude several of the one-time big ticket items such as the replacement of the Thames River Bridge in Connecticut and the updating of our Northeast Corridor dispatching system, we've asked for about as much capital funding as we're working with this year.

The proposal, including debt service and working capital, adds up to \$1.598 billion.

Our funding proposal is primarily driven by the Strategic Reform Initiatives we first announced last spring. These initiatives are designed to help us examine every angle of our business to determine how we can do better to improve service while relying on less federal support.

Collectively, these reform initiatives form a roadmap that will lead us to a much stronger Amtrak — a more modern business that effectively measures and delivers superior customer service.

We currently have a range of tools to measure what we're doing, but not enough that tell us how we're doing. Consequently, we are developing better metrics to measure how we're doing and to guide us to where we should be headed.

One particular area in which we've made progress this year has been in reducing the cost of delivering food and beverage service.

In addition, we're evaluating our current fleet management practices, to see how we can better utilize equipment and will soon upgrade our maintenance practices so that they have a more direct effect on equipment availability and reliability. And we're aiming to modernize our ticketing processes. Across business lines, we're looking at what functions cost, what value they bring to the customer, and how we can do them better.

The level of funding Amtrak gets for next year will be a matter for debate on Capitol Hill, but our Strategic Reform Initiatives are not. It's important for all of us to embrace these changes, because they will result in a more resilient Amtrak that better serves its customers — and that's the key to success.



David J. Hughes

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Dining Service Delivers

Chef Patrick Bull consults with Lead Service Attendant Ray Quezada in the kitchen of the *Sunset Limited* about some of the changes to the long-distance dining service.

Based on input from chefs, freshly made omelets are returned to the menu, along with hash brown potatoes. Also brought back to the menu are the Angus burger, Gardenburger, and chicken breast sandwiches, all of which are assembled by the chef on board the train.

Quezada noted that customers seem to appreciate the personalized service the new staggered reservation system has brought to the diner. Quezada added that most passengers are completely unaware of the changes in the food service process, which are aimed at reducing labor costs and improving the service delivered.



Photo credit: Curt Bormann

Contributed by Curt Bormann.

Amtrak Ink

Vol. 11, Issue 4, April 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation. Amtrak Ink is free of charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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Long-Awaited East Side Access Agreement Signed by Amtrak, MTA and LIRR

The \$7.7 billion East Side Access rail project in New York City will provide Amtrak with substantial facility and other infrastructure improvements under an agreement announced in January between Amtrak, the Long Island Rail Road and the New York Metropolitan Transit Authority (MTA).

East Side Access is the largest railroad capital investment project in New York's recent history, but one based on a simple principle: provide Long Island commuters with a terminus on the East side of Manhattan.

For nearly a century, rail commuters from Queens, Nassau and Suffolk counties who work on the East side have had to take the Long Island Rail Road to Penn Station between Seventh and Eighth Avenues, then backtrack by bus, cab or on foot. The project creates a new station beneath Grand Central Terminal, nearly a mile north and east of Penn Station, thereby lessening the commuting woes of Long Islanders.

For Amtrak, the East Side Access project will result in many improvements in and around Sunnyside Yard in Queens. Among the most significant is the creation of two independent grade-separated routes through Harold Interlocking adjacent to the yard. This is the busiest railroad interlocking in

North America and one of the busiest in the world, handling more than 600 Amtrak and LIRR trains per day. Also included is the renewal and/or upgrade of much of the existing infrastructure though Harold and the nearby "F" interlockings.

To provide access to tunneling equipment under the yard, the plans call for the removal of 100-year-old support buildings. These will be replaced with modern-design structures providing a much-improved working environment for employees.

A material shed with track access will be constructed, as well as a project office building for Engineering-related activities and material storage for the project. Additionally, the area in which the REA building was located will be used by the MTA for fabrication of switches and panels, then turned over to Amtrak's Engineering department for use as a maintenance site. A new rail car wash will also be constructed at Sunnyside for long-term use by Amtrak and NJ Transit.

With preliminary site work such as surveying and collection of soil

samples currently on schedule, construction is expected to begin on Amtrak property this summer, and the project is expected to be complete in 2012.

"We're very pleased with the benefits that East Side Access is providing to Amtrak, to rail commuters and to the New York region," said Amtrak's Drew Galloway, chief of Corridor Development Project Planning. "Amtrak is getting \$200 million in much-needed infrastructure improvements from the project, commuters are getting better service and the region is getting the equivalent of

about two lanes of traffic on the East River bridges and tunnels during peak hours in passenger rail capacity. That's a very big environmental plus — when this project is completed, we'll have helped decrease auto travel in the region by more than 500,000 miles per day."

Drew Galloway and Vinay Mudholkar contributed to this story.



At New York's Sunnyside Yard, new catenary pole foundations are being drilled as work begins to accommodate additional tracks for the East Side Access project. The long-term project between Amtrak, the MTA, Long Island Rail Road and Metro-North will benefit commuter agencies and Amtrak by providing direct access to Grand Central Terminal for LIRR commuters and reduce congestion in the busiest railroad interchange in the country.

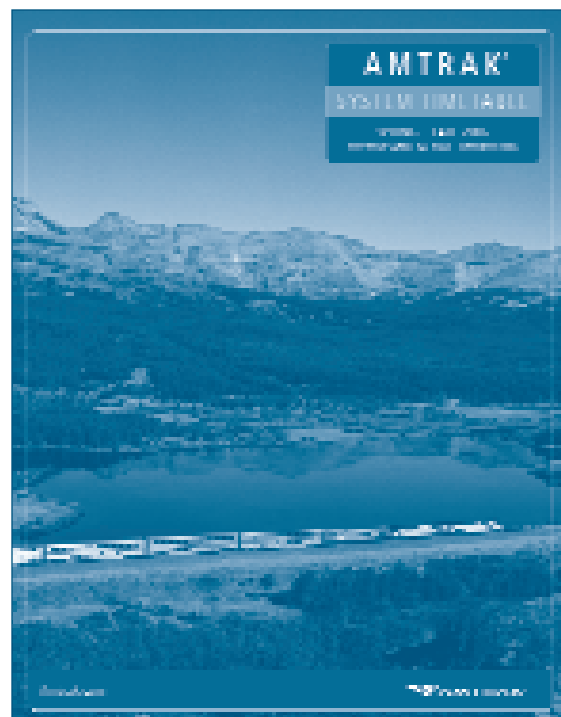
New Schedules Reach Stations This Month

Amtrak releases its 2006 Spring Summer Timetable this month, featuring new elements designed to make the 132-page national booklet a more complete travel resource for Amtrak customers. The new timetable is effective April 24.

The timetable contains several color-coding changes for easier at-a-glance reference. For Northeast Corridor services, *Acela Express* and *Metroliner* services are in blue, reserved *Regional* and *Keystone* trains in orange, long-distance in white, connecting Shuttle Service in green and Thruway and connecting local services in grey.

Outside the corridor, long-distance trains are marked in blue, reserved *Regional* trains in orange, and connecting Thruway motor-coach service in grey. White is designated for the few remaining

unreserved trains Amtrak operates. Timetable collectors may notice the introduction of a new color — green — that indicates connecting trains.



To make traveling easier for those who plan to extend their trips by connecting to local transit or airports, the timetable features intermodal connectivity that is

available at many Amtrak locations. A box next to the schedule of the *Heartland Flyer*, for example, explains local transit options that include Dallas Area Rapid Transit (DART), "the T" bus service operated by the Fort Worth Transportation Authority, and Trinity Railway Express. Transportation service from New York Penn Station to John F. Kennedy and LaGuardia airports or from Los Angeles Union Station to Los Angeles International Airport, for instance, helps customers with their travel

plans. Other rail/air connections at airport locations such as Milwaukee, Burbank and Oakland, Baltimore/Washington and Newark are also referenced.

Departure and arrival times remain mostly unchanged from the Fall-Winter schedule, but there are several specific train changes included.

In the Northeast Corridor, *Acela Express* Train 2290 will run Saturday mornings on the north end (New York to Boston). On the Empire Corridor, two trains that traveled from New York to Albany (one weekend and one weekday) are now consolidated into one train that departs New York on daily basis just before noon.

On the Keystone Corridor, an early morning train that had low load factors from Harrisburg to

Mechanical Goals Advance Toward a State of Good Repair

Reliability and Availability Improves in FY '06

With half the fiscal year under its belt, the Mechanical department has made steady progress on its goal to increase the reliability and availability of Amtrak's equipment.

As a result of the department's efforts over the past several years to upgrade, rebuild and maintain the rolling stock, Amtrak estimates that 53 percent of passenger cars and 91 percent of the locomotive fleet will be in a state of good repair by the end of this fiscal year.

With the successful re-launch of the *Empire Builder* service last year with a "captured fleet" of remanufactured cars, work is continuing on equipment to expand this initiative to one or more other services. Accordingly, Superliner remanufacture and overhaul projects aimed at refurbishing a total of 134 Superliner I and II cars are underway at the Beech Grove Maintenance Facility.

Budgeted at approximately \$46.7 million, the project involves the overhaul of 68 Superliner I cars and remanufacture of 66 Superliner II cars. To cycle this number of cars through the backshop, Beech Grove employees are minimizing the shop time by improving processes and increasing efficiencies.

A remanufacture differs from an overhaul in that all of the car's components are removed and new and rebuilt parts are installed,

often according to a new or updated design. Remanufactured Superliner cars are equipped with new bathroom modules, toilet systems, lighting, carpet and interior walls, along with overhauled bunks and other amenities.

The FY '06 fleet program also includes the remanufacture of 20 Horizon coaches and the overhaul of 21 Heritage cars (four diners, two crew dorms and 15 coaches).

Another part of the capital plan calls for Bear Car Shop mechanics to remanufacture 60 Amfleet I coaches, 24 Amfleet II coaches and to convert eight Amfleet II smoker lounge cars to diner/lounges.

Not to be confused with the Superliner diner and lounge cars that are being redesigned to support the Simplified Dining Service that will ultimately offer continual meal service on many long-distance trains, the converted Amfleet cars are designed to add flexibility to the food and beverage operation by offering a combination of lounge and/or dining car seating in instances when two cars are not necessary. The diner/lounge prototype was released to revenue service in March.

Also at Bear, mechanics are remanufacturing eight cab cars that will operate along the Keystone Corridor. This is just one element of the Keystone Corridor Improvement Project aimed at providing all-electric service and a faster,



Pipefitter Jon Gedek installs water piping in Superliner I Sleeper Car 32056, scheduled to be released next month.

more reliable and comfortable trip on the 105-mile line starting this fall.

Ironically, part of the plan for '06 includes not doing some things. For example, Amtrak is storing 60 Amfleet coaches (in part due to the transfer of Clocker service to New Jersey Transit). By storing these cars instead of cycling them into the fleet, Amtrak will save about \$33 million in remanufacturing costs it otherwise would have had to perform this year.

"This doesn't include the cost of preventive maintenance, layover servicing and periodic bad order repairs either," said Mechanical

Director of Master Scheduling Tom Butler.

This year's locomotive program targets the overhaul of 35 P-42s, four P-32s, eight F-59s, two F-40 cab cars and the renovation of five locomotive wrecks.

On the electric locomotive side, overhauls are being performed on 21 locomotives at Wilmington

Maintenance Facility this year. Mechanics are overhauling five AEM-7 ACs, eight AEM-7 DCs and eight HHP-8s. Four AEM-7s owned by MARC, whose fleet is operated and maintained by Amtrak, are on tap for overhaul.



Car Repairman Vanessa Thomas replaces the weather stripping on the collision post door on Amfleet I Coach Car 44943.

In Box

Do you have department news or information about company events or departmental achievements? Submit an appropriate story, news or photo to Amtrak Ink. Published stories will credit the author as a "contributing" writer.

Please submit your story to Amtrak Ink via e-mail, to lbeers@amtrak.com; or via mail to Amtrak Ink, 60 Massachusetts Ave., NE, Washington, D.C., 20002, by the following deadlines:

For the June issue: May 5, 2006

For the July issue: June 7, 2006

Progress Seen in 2005 National Railroad Safety Numbers

Amtrak Sees Improvement In Most Areas

The number of U. S. train-related incidents dropped in 2005, based on a Federal Railroad Administration comparison of overall incidents in 2005 and 2004.

According to the FRA, preliminary data shows a nearly 8-percent decrease in train accidents, including an 8-percent drop in the number of derailments.

Highway-rail grade crossing fatalities across the country went down 3.5 percent and the total grade-crossing collision rate reached a historic low of 3.81 incidents per million train-miles. Trespassing, the biggest single cause of rail-related fatalities, accounted for almost 54 percent of the total.

The on-duty injury rate for employees in the railroad industry dropped almost 13 percent, while railroads' train-to-train collisions rose over 8 percent.

On the Amtrak front, the company's focus on safety resulted in a drop in all categories but one from 2004 to 2005. Amtrak's workforce achieved a 23-percent decrease in its injury rate; a signifi-

cant accomplishment largely attributed to a focus on personal involvement by craft and management personnel alike.

"When you make safeguarding the welfare of your co-workers a priority for each individual, the group collectively takes ownership and makes a commitment toward its safety goals," explained Safety Superintendent Bob Noonan last month.

Targeted efforts by the Transportation department to reduce operating rules violations contributed to a decline in train incidents. Derailments dropped 19 percent and train-to-train collisions in which Amtrak was involved sunk 57 percent in 2005. Amtrak's total grade-crossing collision rate dropped from a ratio of 3.72 in 2004 to 3.38 a year later, and trespassers comprised 63 percent of Amtrak fatalities last year.

Despite this encouraging trend, a rise in the number of equipment-related fires and damage to pantographs in 2005 resulted in a 1-percent increase of the total number of Amtrak incidents.

Lorton Team: Putting Safety First is Auto-matic



Being recognized for their four-year injury-free record is the Lorton Auto Train Mechanical group (L. to R.): Dennis Overvold, Ron Roscoe, Ha Roop, Clarence Carr, Carlos Vaquerano, Nguyen Huu Bach, Richard Lee, Nadine Hurtt, Thomas Greene, Sharonda Marrow, Christopher Fiske, Lance Kendall, Andrew McColl, Frances Shartel, Edward Brown, Mariany Patrick, James Williams, William McCorkle, Mervyn Carter, John Carpenter, Perry McNeil, Annette Davis, and Karcell Craig.

Watching out for each other and never hesitating to coach a co-worker on safety issues has helped the Mechanical department at the Lorton, Va., Auto Train facility remain injury free for more than four years, since February 2002.

The group of 47 people, comprising car cleaners, car repairmen, electricians, utility workers, a pipefitter, a statistical clerk and a manager, is highly motivated to prevent injuries before they occur by eliminating the potential cause. There's no doubt that the Lorton Safety Committee, honored in 2002 with a President's Service & Safety Award for Safety Committee of the Year, played a significant role

in helping the facility attain its four-year record.

Gary Esposito, Auto Train's assistant superintendent at the Sanford, Fla., facility has made it very clear that every job, even during crucial times when they're servicing late trains for quick turnarounds, must be done safely. The Southern Division's Master Mechanic Tommy Farr stated that the Lorton Mechanical team "has taken that directive and ensured that safe work practices and a safe work environment are the norm."

Ed Brown, manager of Terminal Services in Lorton, added that the credit for a job well done belongs to all of the Mechanical department employees at Lorton.

New Schedules

continued from page 3

Philadelphia but was well patronized between Philadelphia and New York is replaced with Train 110 from Washington to New York.

To compensate for the change, Train 610 has been added to the schedule from Harrisburg to Philadelphia later in the morning. This move not only makes better use of the equipment but also gives Engineering forces working on the Keystone Corridor more time before they return the track to service in the morning.

Keystone schedules now reflect faster speeds along the route as a result of the Keystone Corridor Improvement Project (KCIP), with trains traveling over a 35-mile segment of track just east and west of Lancaster operate at 110 mph. Westbound schedules between Philadelphia and Harrisburg have been adjusted to allow for the

work being performed by the Track Laying Machine between 30th Street and Paoli as part of KCIP.

Other changes in the East include Trenton added as a stop on the Chicago-New York *Cardinal* trains. The northbound *Silver Meteor* departs Miami 25 minutes later than the previous schedule's 6:50 a.m. departure, giving passengers a few more minutes to sleep in. Trains 91 and 92 add a new stop at Cary, N.C., at the same station served by the *Piedmont* and the *Carolinian*. *Lake Shore Limited* Train 49 operates 30 minutes earlier, and Train 449 reverts to a daily operation, departing Boston 60 minutes earlier.

On the West Coast, some *San Joaquins* will run five minutes faster, thanks to a new section of double track funded by the state of California that eliminates train-

meet delays. Westbound *Capitol Corridor* trains are two minutes faster between Richmond, Calif., and Oakland Jack London Square, as a result of signal modifications paid for by the Capitol Corridor Joint Powers Authority.

"Our goal was to offer realistic schedules to mitigate the adverse effect of track work on passengers," said Senior Director Network Scheduling Ben Cornelius.

In the West, the schedules of the *Southwest Chief*, *California Zephyr* and *Empire Builder* incorporate minor adjustments for seasonal maintenance-of-way work along the BNSF routes.

More noticeable changes that have been made to schedules as a result of track work are referenced in a box. For example, the *Empire Service* schedule includes a note that reads, "Empire Service sched-

ules have been adjusted to accommodate track maintenance being performed by CSX to keep the route in a good state of repair. Normal schedules will be restored in the fall timetable." The time allowances for this work are most evident on the schedules of trains that run to and from Niagara Falls.

While it's difficult to anticipate all of the track work planned across the country, the developers of the timetable made every effort to alert passengers to significant projects of which they were made aware at the time, even if dates, times and other specific were not readily available. In this case, orange boxes include text that generally describe operational changes that may affect those schedules. More up-to-date information about schedules and track work will be available on Amtrak.com.

Emergency Plans and Practice Lead to Better Preparedness

At approximately 7:26 p.m. on Sept. 8, 2005, Amtrak and Metropolitan Transit Authority personnel evacuated three-quarters of New York Penn Station after a two-alarm fire erupted under platform 4. The fire formed a thick cloud of smoke throughout the station and caused minor injuries to railroad and fire department employees, heavy damage to an elevator and major disruption to rail operations. All service on the 21 normally busy tracks was shut down for nearly four hours, while the New York Fire Department and other emergency personnel worked to extinguish the fire and expedite the return of normal station operations.

This is just a glimpse into the complexity of one of the incidents that Fire and Life Safety Officer Gary Hearn responded to last year. Hearn is a member of the Amtrak's Emergency Preparedness group, which helps the railroad prepare to manage disasters and other emergencies on trains and at stations and facilities systemwide, including the Amtrak-owned New York Tunnel system. By planning and orchestrating training programs and drills, the group works to minimize safety risks and maximizes efficient responses during an emergency or disaster.

Hearn, Washington-based managers Arthur Candenquist and Jeff Wiegel, Josie Harper in Chicago and Dave Albert in Los Angeles comprise the Amtrak's Office of Emergency Preparedness, led by Senior Director Larry Beard in Washington.

"We are responsible for developing a joint response plan with every major freight railroad that Amtrak operates over and an emergency action plan with the commuter railroads and the New York City response agencies," explained Beard.

In addition to managing passenger train emergencies, the group tests, directs and audits emergency evacuation plans for Amtrak's corporate headquarters, 20 major maintenance facilities and over 200 staffed stations.

Training: Key to Effective Response

"Conducting training drills places Amtrak and its safety partners in the best position to handle a broad range of emergencies," noted Environmental Health and Safety Vice President Roy Deitchman. The training covers responses to train collisions, derailments, fires and natural disasters as well as bomb threats and terrorist attacks on Amtrak property.

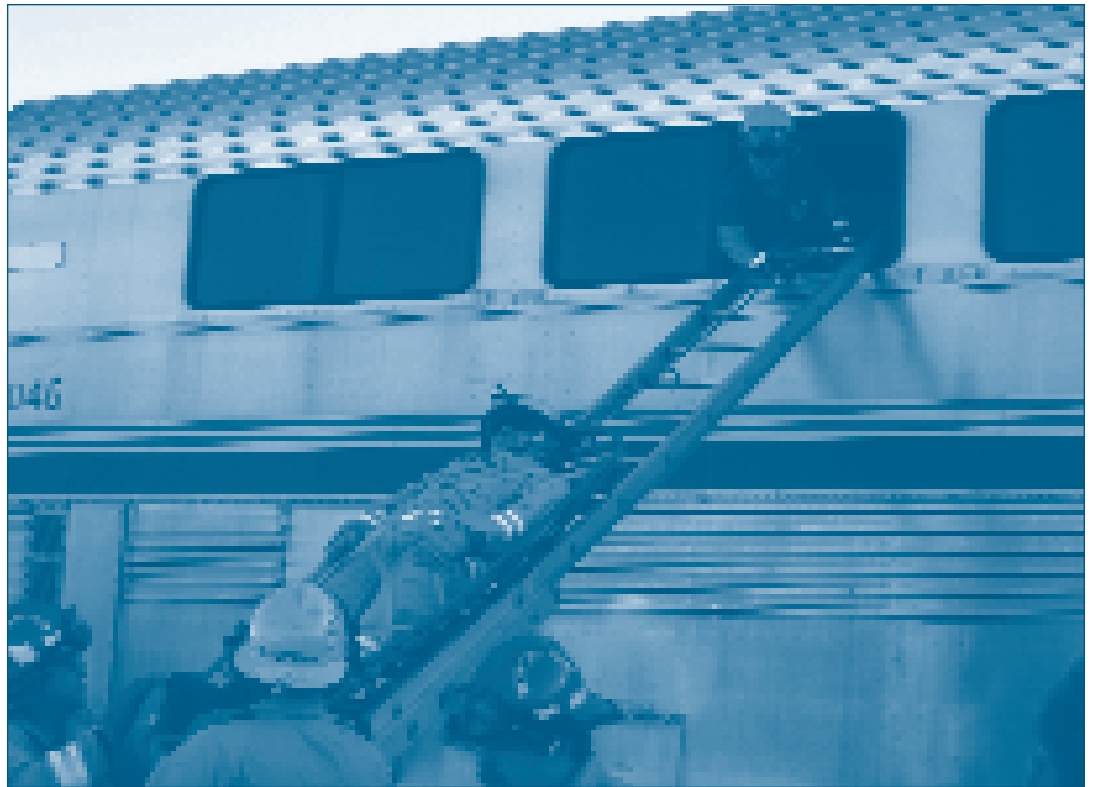
To better prepare a range of agencies for a variety of incidents on the railroad, the Emergency Preparedness team provides first-responder training. "Depending on the magnitude of the emergency, multiple response agencies report to the scene," explains Josie Harper. This includes local, state and federal emergency management, law enforcement and emergency medical personnel, as well as volunteer agencies such as the American Red Cross and the Salvation Army. There are an estimated 22,000 local responding agencies along the Amtrak rail network. Last fiscal year, approximately 5,000 emergency personnel were trained and certified in Passenger Train Emergency Response.

Depending on the size of the agency and its role in the emergency, training may range from four hours of classroom instruction combined with hands-on equipment familiarization, to a full-scale Mass Casualty Incident drill.

During the classroom and equipment familiarization instruction, responders study emergency procedures, such as how to properly remove emergency exit windows. Participants are taught how to turn seats in coach cars, which increases available working space in front of an emergency exit window. "Responders also learn how to raise and lower the sleeping car berths so the task is not foreign to them when searching for victims during an emergency," explained Wiegel.

To facilitate interaction with train and engine and on-board service crews during an emergency, the Emergency Preparedness managers also acquaint responders with these employees' job duties. For example, in the event of a derailment, first responders should know which on-board personnel can best assist with navigating a particular wrecked car.

Responders are also taught the locations and operation of locomotive emergency fuel cutoff switches and the electrical and pneumatic hazards to mini-



During the hands-on section of a three-day emergency response class conducted by Manager Dave Albert, members of the Santa Maria Calif., Fire Department practice removing a victim through the window of a coach.

mize the risk of coming in contact with potentially dangerous electrical cables and hoses.

"The training proved to be quite beneficial during the April 2004 derailment in Flora, Miss.," explained Candenquist. Several members of the Ridgeland, Miss., fire department had attended a training program that Candenquist conducted at the Meridian Public Safety Training Academy in Meridian, Miss., just three months earlier. "They arrived at the scene armed with the knowledge and experience with which to conduct an expedient search and rescue mission." Consequently, the academy and agencies in neighboring communities have scheduled more classes.

During training, the Emergency Preparedness team also informs responders about Operation Lifesaver, a national program dedicated to eliminating highway-rail grade-crossing accidents and trespasser incidents. The group, along with representatives from Operation Lifesaver, freight railroads and local law enforcement agencies also coordinate Officer on the Train programs, such as an annual Rainbow Train that Dave Albert is involved with in Southern California. Designated as the Rainbow Train, the consist is comprised of a variety of equipment from participating railroads, including BNSF Railway, Metrolink, Amtrak and Union Pacific.

Aboard the Rainbow Train, local police officers and media representatives travel in the locomotive to witness trespassers, while other officers stationed at grade crossings issue warnings or citations. "They are always amazed at the large number of close calls — it's not uncommon for the officers to issue between 60 and 100 citations in a day," explained Albert.

Disaster Drill: A Well-Designed Training Event

Amtrak conducts at least one Mass Casualty Incident (MCI) drill per year. An MCI drill, which sometimes includes volunteers playing the part of injured victims, is a planned event that involves local fire and rescue, emergency medical service, law enforcement and emergency management personnel as well as Amtrak's Consolidated National Operations Center (CNOC) and the Amtrak Police Department.

Albert, along with the BNSF and local response agencies, conducted an MCI drill in November in California that simulated a terrorist attack involving the release of a dangerous chemical nerve agent on board the train. "Generally, the benefit of simulated emergencies is that they reveal potential vulnerabilities that might not have been previously considered. The goal of this particular drill was to measure how well the agencies communicated with each other. One of the benefits from this exercise was that we found that one of the participant's radio systems was not linked to other agencies," said Albert. "These drills help us find out these kinds of things and fix them before a real emergency happens."

Analyzing and measuring the effectiveness of the drill enables the Emergency Preparedness team to identify areas that call for corrective action. After the drill, various elements of the exercise are critiqued, such as the

timeliness and accuracy of the notification of the event, what communications channels were used and the subsequent response. The time it takes for information to travel from a conductor, engineer, dispatcher, CNOC, Amtrak Police and host railroad is of vital importance. “In an emergency, effective plans and good communication are necessary elements to help response teams be better prepared and to mitigate risks to our employees and operations,” explained Police and Security Vice President Alfred Broadbent.

Investigating an Incident

During an actual train disaster that involves injuries or fatalities, the Emergency Preparedness managers, along with representatives from Environmental Health and Safety, the National Transportation Safety Board (NTSB) and host railroad, form a “Survival Factors” committee. The purpose of this committee is to establish the probable cause of injuries and fatalities, to find out how well evacuation procedures were executed, and to examine how well the train equipment performed.

To obtain this information, each of these groups thoroughly inspects the cars and locomotives make note of any evidence that would help determine if and how the equipment contributed to the cause of injuries or casualties. To gain even more insight, Emergency Preparedness managers assist the NTSB in conducting interviews with passengers and crew members.

During the on-site investigations, which sometimes last for several days, the committee meets daily to discuss its findings. After a thorough review, the NTSB submits a list of recommendations to several emergency response and public safety agencies, including the Federal Railroad Administration, which may then require the railroads involved to adopt recommendations to improve railroad safety standards.

A Response Plan Unlike Most Others

While this department focuses on trains and facilities across the system, New York’s Penn Station presents a unique set of emergency preparedness circumstances due to the high number of commuters and trains that pass through the station and the 15-mile tunnel system every day.

Whenever an emergency occurs at the station or in the New York Tunnel System, Fire and Life Safety Officer Gary Hearn is the point person to coordinate the response efforts. And this is no small undertaking — Penn Station is a massive 28-acre facility that sits under Madison Square Garden and serves a half million people and 1,400 Amtrak, Long Island Rail Road and New Jersey Transit trains a day. Hearn also oversees the New York Tunnel system, which consists of seven tunnels that feed into the station.

According to Hearn, “The more familiar the responders are with the station and tunnels, the faster they will be able to handle an emergency with the least amount of disruption to Amtrak operations.” To that end, Hearn conducts weekly emergency response training and disaster drills for a number of agencies including fire and police departments, emergency medical services, Long Island Rail Road, New Jersey Transit and the New York City Office of Emergency Management.

During training, Hearn familiarizes responders with the physical characteristics of the tunnels that lead into the station. The six North and East River tunnels are two-and-a-half miles long each and the Empire Tunnel is 1,600 feet long. Hearn also covers the electrical hazards associated with the 12,000-volt catenary power that runs through the ceiling of the tunnel and 750-volt third rail power on the tracks.

“To help them understand first-hand what the conditions are like inside the tunnels, I also have them climb up the 98-foot spiral staircase that leads to the street,” said Hearn. The spiral staircase, which will soon be replaced by a four-foot wide scissor-style staircase, is used by responders for quick access in emergencies. He also points out the location of safety equipment such as fire extinguishers, track access ladders and wayside telephones as well as cross-passageways, which are doorways that provide alternate access to adjacent tunnels.

“Until they undergo the training, most responders don’t realize how large Penn Station actually is,” explains Hearn. So he walks them through the five-level complex, takes them to the platform areas and provides them with an overview of Penn Station Central Control, where train dispatchers direct the

movement of all trains to and from the station and the tunnel system. He also familiarizes them with the command post, which is where emergency responders and railroad personnel meet during an emergency. This area is equipped with portable radios, cell phones, hard-line phones and wayside communication units used to maintain the lines of communications during an emergency. It also contains control panels that operate the track level emergency exhaust fans used when fire or smoke is present.

In addition to training, Hearn collaborates with other agencies and responders to conduct emergency drills at Penn Station and in the tunnel system. Last year, Hearn lead an exercise during which fire department personnel rescued other firefighters posing as passengers trapped inside a (simulated) train ablaze in the East River Tunnel. In this case, by acting as victims, the firefighters gained a better understanding of what passengers experience in that kind of situation.

While it is important for the responders to gain familiarity with Penn Station operations, it is equally important for employees working there to know what to expect and how to respond in an emergency. Because of the extraordinary scale of New York Penn operations and its infrastructure, these employees attend special training sessions.

All station employees participate in a three-hour emergency response class that includes evacuation procedures, the roles and responsibilities of responding agencies and employees during an emergency. The Emergency Action Plan is also covered, which includes steps to be taken if a fire erupts in a train or tunnel, particularly noting how quickly smoke can travel through tunnels.



Emergency responders put on their hazardous materials suits during a drill at Holgate Yards in Seattle, Wash. Amtrak, BNSF Railway and Sounder Commuter Rail participated in the scenario that involved the release of an unknown chemical on board an Amtrak train.

Of the 72 incidents that required emergency response at Penn Station last year, only two resulted in a major disruption of service. Hearn attributes that to the training programs and the solid working relationship between Amtrak employees and responding agencies.

Employees also play a key role in preventing emergencies at Penn Station. Hearn, along with employees of various departments, conducts fire and safety inspections of the station and the tunnel every month. At the station and track areas, they look for everything from a build-up of rubbish to exposed wiring and inoperable fire extinguishers. The group also performs tunnel inspections that involve ensuring that the telephones are working properly, the doors to the cross-passageways close properly and the lighting is adequate.

“Because we do so much training to improve awareness, our employees are better prepared and more confident in dealing with emergencies and responders. Employees realize that they are an important part of the response team,” explained Assistant Superintendent of Stations Mike Gallagher.

Long-Time Partner Yankee Holidays Becomes National Tour Operator

Yankee Holidays takes over Amtrak's national tour program, Amtrak Vacations®, starting this month. The Beverly, Mass.-based tour operator began accepting tour package reservations from consumers and travel agents on April 3, the same date that the Amtrakvacations.com Web site was launched.

Yankee Holidays and Amtrak have developed a full Amtrak Vacations menu of tour packages that promote more than 20 appealing destinations, such as New York City, Washington, D.C., Chicago, San Francisco, Seattle and Montreal.

Packages may include any combination of rail and air reservations, car rentals, hotel accommodations, attraction admissions, theater

tickets and other sightseeing options. In addition to the Web site, an Amtrak Vacations brochure, which will also provide details of all the packages, will be available in the spring.

"Amtrak is looking forward to working with Yankee Holidays, a well-established company who has earned respect within the travel industry and with vacation travelers," said David Lim, Amtrak's chief of Marketing and Sales Promotions.

Amtrak will continue to work with regional tour operators, such as

Key Holidays in California, Flat-head Travel in Montana and RMA Travel and Tours in Colorado, to market regional tour packages.

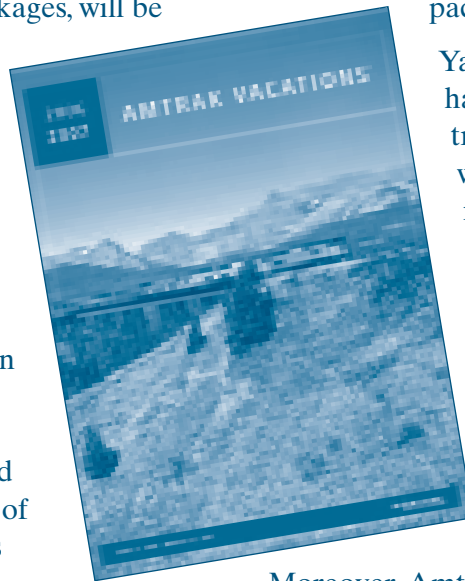
Yankee Holidays has been providing travel packages to worldwide destinations for 34 years and has long demonstrated its ability to professionally manage major travel industry partnerships.

Moreover, Amtrak has worked directly with Yankee Holidays for more than 20 years booking regional tour packages in the

Northeast, including the more-recent promotions Radio City Christmas Spectacular promotions in 2004 and 2005.

"The Amtrak Vacations brand is a welcome opportunity as we continue to diversify our product and approach within the industry," said John Tavano, President of Yankee Holidays. "The Amtrak Vacations brand is a great addition to our other business segments and revenue streams and Amtrak will benefit from the many strategic business alliances and synergies that Yankee has to offer within the travel industry," Tavano added.

To book Amtrak Vacations packages, consumers, travel agents and tour operators may contact Yankee Holidays at 800-AMTRAK-2, or visit Amtrakvacations.com.



Hearing Health Hazards

Noise exposure can occur both on and off the job. The potential for exposure to noise is one of the most common occupational health issues encountered in the U.S. workplace. To address this issue, Amtrak's Noise Exposure and Hearing Conservation Program, administered by the Environmental Health and Safety department, describes the protocol for evaluating high-noise areas and procedures for providing protection of employee hearing.

Amtrak is covered under federal regulations that set acceptable workplace noise levels. For example, the U.S. Occupational Safety and Health Administration (OSHA) has established an eight-hour time-weighted average noise exposure level of 85 decibels (dB) as a level that requires action to protect employee hearing. Heavy traffic on a highway is an example of noise in the 85 dB range, for instance.

When it is determined that employee noise exposures are above an acceptable level, a Hearing Conservation Plan is developed to outline how noise levels will be monitored and controlled and how employees will be protected. Areas where high

noise levels exist are identified by reviewing noise monitoring records and conducting noise surveys. Some employees may be asked to wear a noise dosimeter, a small instrument that measures personal noise exposure. After evaluating noise exposure measurements, Amtrak can identify and notify employees who should be included in the program. Some tasks or positions that may be included in the Hearing Conservation Program are locomotive engineer (mandated by the Federal Railroad Administration), yard conductor, watchman, track worker, mechanic and welder.

Employees who are placed in the hearing conservation program are provided with training about the effects of noise and how to protect their hearing. Additionally, they

are issued earplugs or earmuffs that are to be worn at all times in high-noise areas, an important step in preventing

hearing loss.

Participants in the program are also included in Amtrak's annual audiometric testing program to evaluate whether hearing loss has occurred. Early detection of hearing loss provides an opportu-

continued on page 12

Questions and Answers Regarding Noise Exposure and Hearing Protection

Q: Do you get used to high levels of noise?

A: No, you don't get used to noise. However, repeated exposure to high noise levels can cause hearing loss.

Q: Is hearing loss an unavoidable result of working at a specific job?

A: No. Steps can be taken to reduce or eliminate noise on the job and provide hearing protection. Employees can also take steps to reduce hearing loss by using control measures and wearing hearing protection when needed.

Q: Can earplugs damage your eardrums?

A: This is unlikely to occur. The ear canal is about one-and-a-quarter-inches long, and most earplugs are one-half to three-quarters-of-an-inch long. Also, the path from the opening into the ear canal to the eardrum is not straight.

Q: Can using earplugs cause ear infections?

A: Earplugs themselves do not cause ear infections. Make sure that your hands are clean if you have to roll an earplug to shape it before insertion. If keeping your hands reasonably clean is a problem, you can use earmuffs and pre-molded earplugs that do not require you to touch the portion that enters the ear.

Q: How long does it take to get used to hearing protection?

A: This varies by individual. However, if a hearing protector type is still uncomfortable after a reasonable amount of time, then try another model.

Q: Can hearing protection interfere with my ability to communicate?

A: Generally speaking, no. Most people can still understand speech. In many cases it is background noise that interferes with the ability to understand speech, not hearing protection. In some cases a person can still hear the conversation, but the speech may seem muffled. If this is a problem, report this to your supervisor, foreman, or safety officer so that it can be determined if a different model of hearing protection is needed. In some cases a communication headset may be required.

Q: Are warning sounds audible when wearing hearing protection?

A: Using hearing protectors will reduce the noise and the warning sound equally. If the warning sound is audible without the hearing protection, it will usually be audible when wearing hearing protection. If a particular hearing protector model causes a problem, a different one may be substituted.

Q: Will hearing protection help if I already have hearing loss?

A: Yes. If you already have hearing loss, it is still important to protect your hearing capacity.

P R O M O T I O N S I N M O T I O N

Kids Ride and Play Free

Kids traveling to Legoland® certainly have it made. Amtrak is partnering with the popular amusement park to offer children free travel on *Pacific Surfliner* service and free admission to Legoland, which is located about 10 minutes from the Oceanside, Calif., station.

The *Pacific Surfliner Kids Ride Free* promotion offers free travel for one child with the purchase of an adult ticket to or from Oceanside through May 25. In addition, passengers who redeem their Amtrak ticket stub at Legoland during this period will receive one free child's admission to the park with the purchase of an adult Legoland ticket. The free admission to Legoland offer is valid for up to three children (age three through 12) with three paid adults. Up to six additional guests will receive \$5-off the admission price.

And kids riding the *Auto Train* are also in luck — families traveling between Lorton, Va., and Sanford, Fla., may enjoy substantial savings

with *Auto Train's Kids Ride Free* offer. Through Oct. 3, 2006, up to two children may travel for free with the purchase of a qualifying adult fare.

Lights of Liberty Shine for Employees and Passengers

Employees and customers may reap special savings when they attend Philadelphia's spectacular sound and light production, the *Lights of Liberty Show*, which runs through October 2006.

Through Amtrak's partnership with *Lights of Liberty*, employees may receive one free ticket for each adult ticket purchased and passengers may receive one free child's ticket for each adult ticket purchased.

The show begins at dusk at the PECO Energy Liberty Center and every 15 minutes thereafter participants take a five-block walking tour through Independence National Historical Park. Spectators experience the American Revolution — as it happened and where it happened — through surround-sound headsets, special effects and hand-painted images projected onto the buildings.

A musical score is performed by 100 musicians of the Philadelphia Orchestra and the voices of Walter Cronkite, Ossie Davis, Charlton Heston and many others tell the dramatic story of the nation's birth. Youngsters may turn their headsets to the "Children's Channel" to hear a special version narrated by Whoopi Goldberg and geared

specifically for children ages six to 12.

Tickets are \$19.50 for adults, \$16.50 for seniors and students and \$13 for children 12 and under. Reservations are required and may be made by calling 1-215-LIBERTY or 1-877-GO-2-1776. Callers must mention the special Amtrak employee or passenger offer when making reservations. Employees must show their Amtrak identification card, and passengers must show their ticket stubs when picking up tickets at the PECO Energy Liberty Center box office.

Passengers Save on Travel to the Art Museum

Art enthusiasts may receive special discounts on travel to the "Andrew Wyeth Country" exhibition at the Philadelphia Museum of Art, Delaware Art Museum or the Brandywine River Museum. Through Amtrak's partnership with these museums, passengers may receive 50-percent off a companion rail fare ticket with the purchase of a qualifying adult ticket (excluding *Acela Express* and *Metroliner* service). The discount is valid for travel to Philadelphia and Wilmington from Northeast cities and is available for sale through July 14.

Train Travel Promoted at Native American Festival

More than 100,000 people attending the Gathering of Nations Powwow, North America's largest Native American festival, will have a chance to learn more about Amtrak at the event held April 26 through 28 at the University of New Mexico Arena

Marketing Manager John E. Thomas and Emergency Preparedness Manager Josie Harper are teaming up to staff a booth at the festival and distribute information about Amtrak. "Because we operate through 38 reservations, the gathering is a great opportunity to promote train travel among Native Americans and to provide valuable information to tribal responders on handling emergencies on trains and at Amtrak stations and facilities," stated Thomas.

February Revenue, Ridership

continued from page 1

more stringent on-time performance measurement standards of 10 minutes' tolerance that have been in place since April 2005. Sustained strong OTP, coupled with new revenue-managed pricing should result in improved revenue and ridership on *Acela Express*.

Also on the Northeast Corridor and largely affecting slower *Acela* performance, *Regional* trains produced solid ticket revenue results in February bringing in over \$28 million — nearly 12-percent better than last year.

Low rail fares and high gasoline costs boosted ticket revenue and ridership on several Midwest and West Coast short-distance trains.

In California, the *San Joaquins* February ridership of over 89,000 and revenues of over \$1.5 million surpassed last year by more than 26 percent and 27 percent, respectively.

Posting February ticket revenues of close to \$996,000, Michigan's *Wolverine* service showed exceptional increases of more than 28 percent over last year. Ridership

was up strongly as well, at almost 17 percent over the same period.

Through February, the Chicago-to-Milwaukee *Hiawatha* service posted double-digit increases in revenue for 12 consecutive months and equal growth in ridership for 12 of the past 13 months. February revenue of more than \$672,000 was over 20-percent higher than last year, while ridership climbed to 40,500, an 11.5-percent increase over last year.

The *Downeaster* has also performed well through February with double-digit ridership increases for nine

over 37-percent more riders than a year ago while the revenue jumped 42.5 percent over the same time period.

In the Pacific Northwest, service cancellations on the *Cascades* resulting from mudslides, track work and equipment issues contributed to a 13-percent decrease in ridership.

For the most part, long-distance services did quite well despite the

Sunset Limited's truncated service and track work or equipment problems that affected the *Palmetto*, *Crescent* and *Silver Meteor*.

reflected a gain of 9.5 percent over last year.

The long-distance revenue growth includes a 13-percent improvement on the enhanced *Empire Builder* service, with ticket revenues totaling more than \$2 million. *Empire Builder* ridership of almost 31,000 was up by 4 percent over February a year ago.

On the West Coast, *Coast Starlight* ticket revenue soared nearly 92 percent over last year with \$1.3 million, while ridership rose nearly 45 percent thanks to more than 19,400 passengers. The growth is due in part to the addition of a second sleeping car, which was not available in February 2005.

Top Five Routes (Ticket Revenue)	February 2006 (vs. February 2005)	
Regionals	\$28,037,705	+12%
<i>Acela Express</i> / <i>Metroliner</i>	\$24,339,587	-5%
<i>Auto Train</i>	\$3,537,967	+2%
<i>Pacific Surfliner</i>	\$2,802,983	+44%
<i>Empire Service</i>	\$2,592,676	+3%

consecutive months and revenue gains for the previous eight months. In February, the *Downeaster* carried

Notwithstanding these setbacks, February long-distance ticket revenues of nearly \$21 million

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries March 2006

KULLMAN, GARY
Empire/Albany District

LETIZIA, VINCENT
Philadelphia District

MCNEAL, HAROLD
Empire/Albany District

30-Year Anniversaries March 2006

ALBERS, RONALD
Chicago Metro District

ALBRITTON, RENEE
Philadelphia District

BABINEAUX, HARRIET
Philadelphia District

BACHRACH, HARRY
New York District

BARNIAK, MARY
Philadelphia District

BAZAN, JUDITH
Los Angeles District

BOGDAN, CHRISTOPHER
Chicago Metro District

BROWN, EDWARD
Lorton District

CAMERON, BETTY
Philadelphia District

CARTER, MARITA
Philadelphia District

COYLE, KEVIN
Philadelphia District

DOIRON, DENNIS
Beech Grove District

EDWARDS, GILBERT
Baltimore District

FRIAS, HECTOR
Mid-Atlantic Div/DC Non-HQ

FULLER, DONALD
Beech Grove District

GORDON, DAVID
Miami District

GORGAS, ROBERT
Philadelphia District

GRANT SR, DONALD
New York District

GUARD, EILEEN
Philadelphia District

HAMMOND, DIANNE
Wilmington/Bear District

HAYES, ANNAMAE
Philadelphia District

HOLM, KAREN
Detroit District

HRICZAK, LARRY
Philadelphia District

HUNTER, BARBARA
Chicago Metro District

KILBRIDE JR, JOHN
New York District

KOERNER, MARIE
Washington, DC/HQ

LEVINE, RONALD
Washington, DC/HQ

MATCHETTE WINFIELD, MARILYN
Philadelphia District

MAYBIN AHMED, KATHLEEN
Philadelphia District

MOUNT, SHARON
Philadelphia District

MUNDIS, DAVE
Philadelphia District

MURPHY, MARK
Mid-Atlantic Div/DC Non-HQ

OLDHAM JR, ERNEST
Wilmington/Bear District

PIERRO, JOHN
Chicago Metro District

PINI, JOHN
New York District

PRATER, ROBERT
Philadelphia District

PRICE, MARY
Mid-Atlantic Div/DC Non-HQ

RADOVICH, DEBRA
New York District

ROBERTS, STEPHEN
Oakland District

SLOWEK, ROGER
Chicago Metro District

SOMERVILLE, RALPH
New Haven District

STEINBEISER, ROBERT
Philadelphia District

STOCKUNAS, RONALD
Philadelphia District

TAYLOR, DARYL
Philadelphia District

WAGNER, TIMOTHY
Philadelphia District

WALDRON, ANN
Empire/Albany District

WARD, DAVID
Philadelphia District

WENGERT, GERALD
Wilmington/Bear District

WINCHESTER, ELIZABETH
Philadelphia District

Retirees

February 2006

BECKWITH, EARL
Washington, DC/HQ

CARNEY, WILLIAM
New York District

CHADWICK, LARRY
Beech Grove District

CHESTNUT SR, WILLIAM
Wilmington/Bear District

CROCKET, ROBERT
Mid-Atlantic Div/DC

KANE, PAUL
Empire/Albany District

KERSHNER, DAVID
Mid-Atlantic Div/DC Non-HQ

LANDEVIN, DAVE
Seattle District

MACKEY, RONALD
Chicago Metro District

MORRIS, EDWARD
Washington, DC/HQ

NEALE JR, HARRY
Boston District

PIOTTI, JOSEPH
Philadelphia District

RADANOVICH, MICHAEL
Philadelphia District

RICHARDS, GARY
Los Angeles District

RICHARDSON, JOSEPH
Miami District

ROBERSON, LEROY
Philadelphia District

SENA, KENNETH
Kansas City District

TRUE JR, HARRY
Los Angeles District

WEINGAERTNER, KURT
Los Angeles District

Picture Our Train – 2007 Amtrak Wall Calendar Photo Contest Official Rules and Regulations

Enter the Amtrak® Picture Our Train 2007 Wall Calendar Photo Contest and your photograph could adorn the walls of train lovers everywhere. Enter your photo of an Amtrak train (sporting the current logo) to have your image featured on the Amtrak 2007 wall calendar! The First Prize Winner will receive a \$1,000 Amtrak travel voucher and a photo credit on the calendar. The Second through Fifth Prize Winners will also receive Amtrak travel vouchers. Contest ends June 9, 2006.

SAFETY FIRST!!! As always, Amtrak reminds you to stay out of danger — stay away from tracks and the railroad right-of-way. Do not trespass on railroad property or on private property adjacent to the railroad. Do not climb or approach railroad structures, towers, or wires. Stay in public access areas, and away from railroad structures and moving equipment — in stations, on sidewalks, or in parking lots. All participants expressly release Amtrak from all liability for personal injury and loss or damage to personal property, and expressly assume the risk of harm. Remember, tracks, trestles, yards and equipment are private property — trespassers are subject to arrest and fines.

2007 Amtrak® Wall Calendar Photo Contest Official Rules

Contest: Best original color photograph featuring an Amtrak train with the current Amtrak Logo (as seen above) and livery visible. Photographs of trains displaying Amtrak *Cascades*®, Amtrak California and Amtrak *Pacific Surfliner*® livery are also eligible.

How to Enter: Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) to: 2007 Calendar Contest, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. The photograph must be original and it, or any substantially similar one, may not have been published, nor have won, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant's name, day and evening phone numbers, address, and e-mail address (if available). The front

of the photograph may not include names, signatures, or other identifying marks. Finalists will be contacted to submit their original transparency, slide, negative or digital image with a resolution of 300 dpi at approximately 25 inches across for use in producing the calendar with the winning photograph. Entries must be postmarked by June 9, 2006, and received by June 16, 2006. This contest ends June 9, 2006, at midnight EDT. No purchase necessary. Amtrak shall not be responsible for late, lost, incomplete, damaged, misdirected, illegible, or postage-due entries.

Eligibility: This contest is open to legal residents of the United States, 18 years of age or older at the time of entry. Amtrak employees and their families are eligible; except Calendar Contest Review Panel Judges, Amtrak Marketing employees (as listed on the company's organizational chart 10.2) and their families, and Amtrak Corporate Communications employees (organizational chart 10.3) and their families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights to the photograph and may use it for any purpose. If a winning photograph includes a recognizable image of an individual, the winner must have that individual sign an Amtrak publicity release form. By entering this contest, entrant further agrees to these Official Rules.

Responsibility of Entrant and Liability Release:

Entries will not be acknowledged or returned. Entrant agrees to stay away from moving trains, tracks, structures, and railroad property. Entrant agrees to release Amtrak from all liability for injury, damage to or loss of personal property, and all other losses, and expressly agrees to bear all responsibility for and to assume the risk of

all harm.

Prize: The First Prize is a \$1,000 travel voucher and the display of the winning photograph on the 2007 Amtrak Wall Calendar with photo credit. The Second Prize is a \$500 travel voucher, the Third Prize is a \$250 travel voucher, the Fourth Prize is a \$150 travel voucher, and the Fifth Prize is a \$100 travel voucher. Travel vouchers shall be valid for one year from date of issuance and all travel is subject to availability and to Amtrak's contract of carriage. All taxes are the sole responsibility of the winners and finalists. No prize substitution, cash substitution, or assignment or transfer of prizes is permitted, except by Amtrak for reason of unavailability in which a prize of equal or greater value will be awarded. All prizes will be awarded.

Winner Selection: The finalists will be determined on or about June 19, 2006 and prizewinners will be determined on or about July 3, 2006. All entries will be reviewed by the Amtrak 2007 Wall Calendar Review Panel, and finalists will be reviewed by the Judges' Panel. The judges' decisions are final. The prizewinners will be notified by telephone, mail and email, if provided. All finalists will be required to sign an affidavit of eligibility, publicity release and copyright assignment, and return it properly executed within 7 days of attempted notification as a condition of awarding the prize. If prize notification is returned as undeliverable or the finalist fails to return the affidavit, release and license, as applicable, the winner will be disqualified and an alternate finalist will be selected. If, in Amtrak's opinion, there is any suspected or actual evidence of tampering with or alteration of any portion of the contest, Amtrak reserves the right to terminate the contest.

Winners List: For the names of the winners, after July 10, 2006, send a self-addressed stamped envelope to: 2007 Calendar Contest Winner List, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. Requests received more than sixty (60) days after the completion of the entry period will not be honored. Vermont residents need not send stamped envelope.

General: This contest is subject to all federal, state, and local laws. Void where prohibited by law. U.S. law governs this contest.



Enter the "Picture Our Train" 2007 Wall Calendar Photo Contest by submitting an original color photo of an Amtrak® train (sporting current logo and livery) and your image could appear on next year's wall calendar with photo credit. The First Prize winner will also receive an Amtrak travel voucher. Starting April 3, go to www.amtrak.com/photoscontest for more information and complete contest rules.



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FRONT LINE FOCUS

Dear Amtrak:

I am writing this letter as a happy frequent passenger on the North-east *Acela Express* train.

... Through my Amtrak Rewards program, I was ... upgraded to First class where I met one of your employees, Emma Carr. She made my trip so comfortable and pleasant that now I only go by train and I choose to ride First Class.

I am the vice president of a large ... company ... I am responsible to assure our customers are happy and continue to do business with us. I wish all my staff had the qualities I have seen in Ms. Carr. She has a friendly professional manner, quickly establishes rapport, greets the passengers by name and effectively handles very difficult situations and passengers.

Good customer service is what makes the difference when the customer has choices. She makes me look forward to the 3.5 hour trip I take each way and I notice the difference when she is not there. It is because of her that I continue to choose the *Acela Express* First Class Service.

Amtrak should be very proud to have an employee representative like Ms. Carr. I encourage you to hire and retrain staff who will bring the kind of service she provides to train travel. The train ... becomes a great trip when you are treated as a special passenger by Ms. Carr.

Sincerely,
Frances M.
West Chester, Pa.

Dear Amtrak:

I am a frequent Amtrak traveler, and I am writing to let you know what a terrific employee you have in Kwame Howard.

I have had the pleasure of traveling on trains with him as my dining car waiter, and I cannot say enough good things about him. He is efficient, has great humor, intelligence and is in every way a top notch employee...

I believe the two trips I took in which Kwame was on board were both *Lake Shore Limited* ...

Alise M.

Hearing Health

continued from page 8

nity to take additional steps, such as providing earplugs with a higher protection factor.

Besides affecting hearing, high levels of noise are annoying and inconvenient when trying to communicate. Two indications that you may be in a high-noise area and may need hearing protection are:

- To carry on a conversation with someone standing arm's length away, do you have to raise your voice significantly to be heard above background noise?
- When you leave a noisy environment do your ears feel plugged or is there a minor ringing or whooshing sound that goes away after an hour or two?

If you answer yes to either of these questions, or you think you need

hearing protection, please discuss your concern with your foreman, supervisor, or local safety officer.

Activities away from work can also affect your hearing. Some sources of high off-the-job noise exposure that could contribute to hearing loss include high-volume iPods or Walkmans, high-volume amplified music, power tools, chain saws, lawn mowers, vacuum cleaners, motorcycles, trucks, or outboard engines, attendance at concerts and sporting events such as car racing or sport shooting.

For questions concerning Amtrak's Occupational Noise Exposure and Hearing Conservation Program talk to your Safety Officer or call the Industrial Hygiene Office at ATS 777-3126 or 202-906-3126.

Contributed by Barbara Brill.

VITAL STATS

for February 2006

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio* (goal) 3.0		2.8	(goal) 3.0	2.8
Ridership	1,638,816	1,689,610	9,181,490	9,525,454
Total Expenses	\$245,769,000	\$246,715,000	\$1,289,117,000	\$1,255,179,000
Total Operating Revenue	\$138,775,000	\$142,774,000	\$758,670,000	\$782,037,000
On-time Performance (system goal) 85.0%		68.7%	(system goal) 85.0%	66.7%

* Number of reportable injuries per 200,000 worked hours.

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Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 11 · Issue 5 · May 2006



Key Indicators Point to Progress

Strategic Reform Initiatives Contribute to Improvements

Amtrak is on the right track, acting President and CEO David Hughes said in remarks to the National Association of Railroad Passengers board of directors during its annual meeting in April.

Hughes reported on the progress achieved by the company in key areas as a result of measures put in place over the last couple of years. Following its brush with bankruptcy in 2002, Hughes said that state-of-good-repair goals were aimed at stabilizing the company through 2003 and 2004. The financial reporting was more tightly controlled according to Generally Accepted Accounting Principles and zero-based budgeting, and the focus was on managing day-to-day operations and investment in equipment and infrastructure.

As the state-of-good-repair goals

began to bear fruit, attention was turned in 2005 to the Strategic Reform Initiatives, which seek to expand passenger rail corridors, return the Northeast Corridor to a state of good repair, establish performance thresholds for long-distance trains and foster competition and commercial participation in an expanded passenger rail service.

Hughes noted that in more specific terms, the initiatives are designed to improve all segments of the company, ranging from the call centers to mechanical operations to labor agreements. So far, the initiatives have resulted in better on-time performance on the Northeast Corridor, tighter fiscal responsibility, higher revenues, more cost-efficient changes to food and beverage service, and a new

fleet planning process that is under development.

Examining key indicators of the company's progress, Hughes outlined a remarkable list of achievements to date, starting with safety. The first six months of the fiscal year have seen a 26 percent drop in employee FRA-reportable injuries over the same period in FY '04.

Annual ridership has shown steady growth with 22 million passengers in FY '02 to 24 million in FY '05 (excluding the Clocker service). By implementing certain pricing actions, the company has improved its revenue per passenger mile, with a 10 percent improvement over the same period last year. Ticket revenue through March is \$8 million better than budget. Barring any major setbacks, ticket

revenue this year is expected to hit an all-time high of \$1.3 billion, with NEC ticket revenues projected at \$717 million.

Hughes made a point to add that the company is reaching these benchmarks cost-effectively. A leaner workforce, from nearly 25,000 to under 19,000 today, has managed to keep total operating expenses and depreciation flat for the past five years, including paying down \$400 million in debt since FY '02 and not incurring any new debt since that year.

Amtrak's need for federal support for operations actually decreased from FY '02 to FY '06. Conversely, financial contributions from states have grown in the form of operating and capital support has shot up 82 percent from FY '00 to '05.

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Ticket Revenues Up in First Six Months of the Year

March Results Hampered by Easter in April

Midway through FY '06, Amtrak has recorded \$642 million in national ticket revenue, an increase of 6 percent against the same period last year, based largely on the strength of the October 2005 fare increases. Meanwhile, total passenger ridership of 11.6 million was even with last year's performance to date.

State-supported and short-distance trains boosted the overall numbers in the first half of the year, carrying 5 percent more passengers and bringing in ticket revenues that were 11 percent higher than the first six months of last year. All but one of those services (the *Pennsylvanian*) saw an increase in ticket revenue. Similarly, all of the long-distance trains experienced revenue growth, but for those affected by the aftermath of the hurricanes in the South: the *City of New Orleans*, *Sunset Limited* and *Crescent*.

As anticipated, March ridership was down from a year ago due in part to the busy Easter holiday taking place in April this

year, versus in March last year. Despite the absence of holiday travelers, ridership, which dipped more than 3 percent below last year, was ahead of budget by more than 2 percent. This means that while the company expected lower numbers due to the holiday shift, ridership was actually better than expected.

On the Northeast Corridor spine, March ridership of more than 800,000 travelers fell almost 7 percent behind last year, due to the holiday shift, frequency reductions on the north end between New York and Boston, and higher fares, particularly for multi-ride tickets. Ticket revenues rose almost 3 percent, despite an *Acela/Metroliner* revenue drop of 4.5 percent. On the south end between New York and Washington, March ridership was 5 percent under last year, while north end ridership between New York and Boston dropped 23 percent. In addition to the factors described above, *Acela* north end ridership and revenue were affected by low-cost air competition.

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Capitol Corridor Service Reaches Ridership Milestone



Amtrak officials join California's Capitol Corridor Joint Powers Authority (CCJPA) in recognizing Kirk Swenson, Capitol Corridor's 10 millionth passenger to ride the service. Halfway through the fiscal year, the Capitol Corridor service collected more than \$7 million, up more than 4 percent compared to the same period last year.

Pictured at the March event are (L. to R.): Swenson's wife, Ramona, and their two young sons; Brody Heilman, assistant superintendent Road Operations; Kirk Swenson, Patsy Hall, assistant superintendent Passenger Services; Forrest Williams, vice-chair of the Capitol Corridor Board; Eugene K. Skoropowski managing director CCJPA; and Steve Shelton, district superintendent, Bay District.

TRAIN OF THOUGHT

As this month marks the 35th anniversary of Amtrak service, I wanted to share with you some thoughts about how we're doing — there's much to take pride in right now.

The work that we have put into bettering our business, from improving our financial performance, to addressing operational issues over which we have control, to striving toward a state of good repair the last several years, is making a difference.

We're operating the railroad more safely, thanks to the focus that's being demonstrated by all employees. Our FRA index for reportable injuries for the first six months of FY '06 is at 2.9, or 26 percent lower than two years ago.

The financial indicators are all pointing in the right direction. We're on target to earn \$1.3 billion in ticket revenue — the most in Amtrak's history. Our per-passenger-mile yield is up 10 percent over last year. We've kept our reliance on federal operating assistance in check the past four years, and we actually reduced it nearly \$20 million from FY '02 to FY '05. We've also reduced our debt by \$400 million since FY '02 — with no new borrowing.

Our service is more popular than ever, with record ridership expected to exceed last year's totals. States' support of passenger rail service is growing as well. State contributions have grown 82 percent since FY '00,

to more than \$260 million annually for operations and capital projects.

Our performance indicators are headed in the right direction, too. On-time performance in the Northeast Corridor, which carries about two-thirds of our ridership, has been above 90 percent for the past two months, on a steady climb that began earlier this year.

However, on the long-distance front the OTP news isn't good. On-time performance over the host railroads has deteriorated unacceptably and we are going to work hard to turn that around in the coming months. Most of the problem lies with the freights; it is not, for example, due to equipment issues.

In fact, our equipment is in better shape than in recent memory, thanks to the focus and hard work of our Mechanical employees. The number of equipment overhauls and remanufactures has grown nearly five-fold recently, with 86 done in FY '03 to 416 we plan to complete just this fiscal year. Consider this: In FY '05 we completed 113 Amfleet remanufactures and heavy overhauls; much better than the 20 we did in FY '03.

The minutes of delay on the Northeast corridor are the lowest they've been in over 2 years and that progress is mostly attributable to the capital we've invested in the infrastructure, and the productivity of our Engineering gangs. Delays due to infrastructure problems have dropped 25 percent from FY '03 to what we expect this year. And the



David J. Hughes

same goes for the C & S crews — the average minutes of delay due to communications and signal failures and malfunctions are reduced by 55 percent since FY '03. This work has resulted in a more reliable railroad, and that in turn gives us a railroad that costs less to maintain.

I'm a big believer in meaningful metrics — tangible measurable goals — that serve as the measures of health of a company and are used to not only sustain good health but to improve its vitality. Without your commitment, we would not have realized these numbers. It proves the point that every employee plays a role in the success of the business. I want to thank those of you who have worked hard to make it happen.

Without metrics, you don't know what progress you've made and you don't have a plan to follow. While we still have a long way to go, we're on the right track. Please continue to keep up the good work and do it safely.

Mid-Year Safety Record Shows Outstanding Results

Through March, the FY '06 year-to-date number of FRA-reportable injuries was 274, compared to the same period a year ago, when the number of injuries stood at 330.

The FY '06 figure represents a year-to-date safety ratio of 2.9, much lower than the safety ratio of 3.4 for the same period last year. The company's goal is to have a safety ratio no higher than 3.0. The safety ratio represents the number of injuries per 200,000 hours worked.

“So far this year, the FRA-reportable injury rate is the best the company has had in recent history, and I look forward to

taking this improvement even further so that we are on par with other Class I railroads,” said Safety Superintendent Chris Williams.

Williams joined the Environmental, Health and Safety department last month as safety superintendent, bringing with him 32 years of experience in safety program management, emergency response, accident and loss prevention and field industrial hygiene/occupational health services.

Based in Washington, D.C., Williams is responsible for directing field safety, safety and health auditing, safety policies and procedures, industrial hygiene,

emergency preparedness and central reporting activities.

While at Georgia Pacific Corporation, Williams developed and promoted policies and procedures for continuous safety improvement with participation in the OSHA Voluntary Protection Program. He has also worked for the Texaco and Mobil Oil corporations. He has a Master's Degree in Environmental Health Engineering/Industrial Hygiene from the Johns Hopkins Bloomberg School of Public Health, and is a Certified Industrial Hygienist by the American Board of Industrial Hygiene.

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Amtrak Ink

Vol. 11, Issue 5, May 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation. Amtrak Ink is free of charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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Correction:

The “FY '07 Budget Request Submitted to Congress” story that appeared in the April issue incorrectly reported FY '06 federal operating support at \$540 million. While that number represents Amtrak's FY '06 request, the allocation for operations this year is \$490 million.

Ticket Revenues Up in First Six Months of the Year

continued from page 1

Thanks to double-digit ticket revenue increases south of New York, March was a strong month for the *Regionals*, which rose more than 10 percent over last March. However, ridership of more than 571,000 passengers was nearly 5 percent behind last year.

Among the off-corridor short-distance trains, improvements were strongest compared to last March on the *Downeaster*, with ticket revenues soaring almost 37 percent over last year and ridership rising more than 29 percent. The *Keystone* service was also a top performer, carrying almost 74,000 riders in March — an increase of more than 11 percent — and bringing in 14 percent more in ticket revenues over last March.

Several short-distance trains in the Midwest and on the West Coast continued to perform well compared to last year. The state-

supported *Wolverine* service boasted more than \$1 million in ticket revenue, a 12.5 percent increase in March over last year — while carrying 4 percent more riders than a year ago. The Chicago-to-St. Louis corridor was also ahead of last year, collecting more than \$511,000 in ticket revenue, up 10.5 percent from last March with ridership up 4.5 percent. The *Hiawathas* also topped last March's ticket revenue by more than 11 percent and ridership by almost 3 percent.

On the West Coast, *Pacific Surfliner* ticket revenue of more than \$3 million shot more than 9

percent higher than last year, while ridership was just above last year's number. The *San Joaquins* collected close to \$1.8 million in

even with last March.

While long-distance trains overall showed a drop in ridership and revenues due in part to the Easter holiday shift, there were some highlights. For instance, the *Lake Shore Limited* showed strong ridership gains in March, carrying over 16 percent more passen-

gers than last year and earning more than \$1.5 million in ticket revenues, which was 14 percent higher than a year ago. The upgraded *Empire Builder* service collected more than \$3 million in ticket revenues, up almost 11 percent from last year with ridership up almost 5 percent.

Ridership and Ticket Revenue

Year-to-Date Through March	FY '06 Y-T-D	FY '05 Y-T-D
Ridership	11,559,330	11,539,792
Ticket Revenue	\$641,875,016	\$603,219,780
Month of March	FY '06	FY '05
Ridership	2,033,876	2,103,505
Ticket Revenue	\$111,511,132	\$109,542,276

ticket revenues for the month, an increase of almost 6 percent from last year.

In the Pacific Northwest, March ticket revenues of almost \$1.2 million on the *Cascades* were more than 7 percent better than last year, although ridership was about

Auto Carriers Return the Investment

Savings of more than a quarter of a million dollars a year in damage claims is just one way that Amtrak is yielding big benefits from last summer's introduction of new bi-level auto carriers on the *Auto Train*. Lower fuel costs, reduced maintenance costs and an easier and quicker vehicle loading process also distinguish the new auto racks.

The *Auto Train* operates daily between Lorton, Va., and Sanford, Fla., and utilizes special auto carriers that enable passengers to take their vehicles aboard the train.

After 30-40 years of service, the train's 64 antiquated auto carriers that ranged in size were replaced with 80 new, one-size carriers. The standardized sizing means that the equipment accommodates a wider variety of vehicles. Consequently, the loading and unloading process is simpler and faster because vehicles no longer need to wait to be loaded on carriers that can accommodate only a certain size car.

Made of aluminum, the 90-foot-long carriers also weigh considerably less than the old equipment. Larry Beddis, senior director Procurement campaigned for the use of aluminum equipment, which was previously viewed as an unacceptable option because of fire safety concerns. However, Amtrak consulted a metallurgist who

provided a written opinion that the concern was unfounded. As a result of the lighter weight, aluminum equipment yields significant fuel savings per month, translating to a monthly cost savings.

In addition, the lighter weight of the auto carriers results in less wear and tear on the equipment. A tear-down and inspection of one of the auto carriers after approximately seven months of operation and over 192,000 miles of service revealed minimum wear to the trucks and wheels, because the lighter-weight of the new auto carriers makes them less vulnerable to stress.

While the new carriers come with a warranty contract that covers the cost of maintenance, the old equipment was plagued by frequent maintenance needs that cost the company approximately \$33,000 per month. In addition to the maintenance costs, spare equipment and parts, such as additional truck assemblies and components, were included in the overall purchase price.

"These new carriers have been a real help in keeping costs down for us," said Southern Division Master Mechanic Tommy Farr. "And the time saved not having to perform defect maintenance on these new car carriers is being put to good use and helping us stay ahead in other areas."

The reduced weight also has a direct impact on the ride quality of the unit. Less stress to the suspension system, combined with a new wheel chocking system, results in an environment less jarring to passengers' automobiles. This and better protection inside the equipment, results in less damage to the automobiles and fewer claims filed by passengers. Claims for the first six months of the fiscal year was \$136,819 less than budgeted — 64 percent better than expected.

"The success of this procurement is the result of a considerable amount of coordination and effort among a number of departments and the cooperation of Johnstown America Corporation," stated Dan Boogay, senior contract manager responsible for the procurement and contract administration of the auto carrier project.

The Mechanical department's Engineering group played a significant role in redesigning a standard freight car auto carrier and retro-



A vehicle is loaded on one of Auto Train's new auto carriers at the Lorton, Va., terminal. Use of the new, lighter-weight carriers, in service since last summer, has resulted in significant savings for the company.

fitting it to meet the strict compliance of passenger car regulatory requirements.

Amtrak acquired the car carriers from Johnstown America Corporation in February 2005, and delivery was completed last June.

Dan Boogay contributed to this story.

Chicago Centralizes Train Movement Operations

With just a few clicks of a mouse, train directors at the Chicago Control Center (CHCC) can move a train through 13 switches and four signals — a task that previously took 17 separate operations because the train director had to align each switch and signal and then check to make sure the path was correct.

This improvement is a result of a new Digital Traffic Control™ system manufactured by Digital Concepts, Inc. (DigiCon) and recently installed at the Chicago Control Center to more efficiently control the movement of trains.

The installation of the system is a key component of a long-term project completed in February to consolidate all Central Division train movement operation to the Chicago Control Center, established in 2004 and located within the 14th Street Mechanical and Transportation facility at the Chicago Yards.

As a result, the Chicago Control Center is responsible for train movements on all Amtrak-owned track outside of the Northeast Corridor, including approximately 115 miles of track between Porter, Ind., and Kalamazoo, Mich., almost 14 miles of track extending from the north and south ends of Chicago Union Station, and the tracks at New Orleans Union Passenger Terminal.

The consolidation process began eight years ago with the closing of Chicago's Lumber and Harrison Street Towers, followed by the 2003 closing of the New Orleans Tower. The process continued in 2004 with the closing of the Trail Creek Drawbridge Tower in Michigan City, Ind., and the 2005 shutting of Chicago's 21st Street Tower.

The DigiCon system, installed in conjunction with the transfer of operations to 14th Street, automatically sets all the switches and signals in the proper positions along the route and eliminates the potential for human error associated with manipulating each switch and signal manually.

"The digital traffic control system is much better than the previous one because it allows me to preview the route that I lined up

and make sure that it is acceptable before executing it," explained Train Director Cesaria Welch.

Additionally, the DigiCon system has complete archive and playback capability that allows past events to be reviewed through the use of two data servers that support the system's operation and record all



At the Chicago Control Center, Train Directors Tim Armon (left) and Edward Stolzenbach control the movement of trains on the south end of Chicago Union Station. Working as a team, Armon operates the DigiCon system while Stolzenbach fields all communication.

activity on the system. "If one server fails, the other immediately picks up with no loss of functionality," explained Trainmaster Harold Krewer.

The system keeps a record of all trains that enter Amtrak property and the time at which they pass every checkpoint along the route. "We can fast-forward the video, play it slow, freeze a frame or print out the screen display. It allows us

the Engineering department's reconstruction of the busy Lake Street Interlocking, a mile-long stretch of track at the Chicago Terminal that handles approximately 350 train movements on a typical weekday. The project, which is in its final stages, involves completely rebuilding the track,

subgrade (the track foundation), drainage system and the power and signal systems.

To help ensure the seamless transition from the previous system to DigiCon, the Engineering team installed new signals, switches and programmable processors called Vital Harmon Logic Controllers at the Lake Street Interlocking.

"These processors communicate with the DigiCon system and control the operation of the switches and signals," explained Communications and Signal Engineer Troy Mason.

Communications lines that were used with the previous system were already in place, so the only item needed to connect the new traffic control system with the New

Orleans terminal and the Michigan Line was new computers.

Remote cameras that display nine images of the South Branch Bridge in Chicago and the Trail Creek Bridge in Michigan City were also set up at the center to allow train directors to open and close these movable bridges for marine traffic.

"While we have finally accomplished our goal to centralize, it doesn't mean the job's done. We intend to continually improve the capabilities of our operation and the skill of our train directors," explained General Superintendent Don Saunders.

As an example, the DigiCon system is currently being upgraded to include a train schedule database that will enable train directors to identify late trains at a glance. The system is also being enhanced to automatically present the train director with a route to the train's scheduled arrival track.

To support the expanded operation, the Chicago Control Center is open 24

hours a day, seven days a week. A digital communication system equipped with a monitor and stand-up desk microphone replaced handheld radios and manages the numerous radio base stations and intercom lines the train directors use to communicate with the locomotive engineers and freight railroads, among others.

To insure uninterrupted operations, the office is equipped with a backup generator and heating and air conditioning systems that are separate from the rest of the building. Each computer terminal is supported by an uninterrupted power supply to protect against a power outage. And, if a fire or other emergency should require the building to be

evacuated, there is a complete alternate office with duplicate computer equipment located in another area within the Chicago Terminal.

"We intend to continually improve the capabilities of our operation and the skill of our train directors."

Don Saunders
General Superintendent

Adjustments Fine-Tune Dining Service

With the last of the long-distance trains starting the new dining service model this month, Amtrak Ink sat down with Senior Director, Customer Service Field Operations Brian Rosenwald to learn more about how it's going so far and what adjustments have been made since it was first put into service.

AI: By now, most employees know what simplified dining service is, but can you tell us what its goal is?

Rosenwald: Simplified dining is one part of the company's strategy to reduce our food and beverage costs. We've also renegotiated our contract with Gate Gourmet and are examining other ways to improve how we manage that aspect of the business.

The new dining car service model for most long-distance trains (except for the *Empire Builder* and *Auto Train*) modifies the way we prepare food and serve our customers. The meals require minimal on-board cooking; we're seating passengers according to reserved, 15-minute increments; and we've eliminated all dishwashing and most scullery work. As a result, we have a base staffing level of crews of three rather than five.

As a result of the change, chefs are not overwhelmed because orders are coming to the kitchen on a more manageable basis and the wait staff isn't stressed because they're seating no more than eight passengers at a time.

Contrary to what some may say, it's not a change of menu — the vast majority of the items are the same ones we've been serving for years. However, we have taken off a couple of items that are time-consuming to prepare, like the steak entrée.

Ultimately, the goal is to reduce costs while improving customer service and increasing on-board sales. By keeping the dining car open for longer periods of time, we aim to attract more coach passengers and therefore boost revenues. Congress has told us that we need to cut our costs or risk losing food and beverage and sleeping car service altogether.

AI: What is the status of the rollout of the new long-distance dining car service model?

Rosenwald: By the end of this month, all long-distance dining car service — but for the *Builder* and *Auto Train* — will have simplified dining in place. We started in February with four trains and we've learned a lot since then.

AI: So does that mean that you've changed some things since you first implemented this new service?

Rosenwald: Absolutely. We've relied on our crews and our customers for feedback, and the input we've gotten from them has made a big difference — after all, they know what works best from their point of view. Plus, we have specially trained managers that are working with the crews in the first few weeks of implementation and they're providing a lot of input as well.

We've made a number of changes — probably about 40-some modifications — to fine-tune what we started with. We first tested the casserole-style high-heat pre-plates but they were not well received, so we switched to disposable dinnerware that looks like china. Crews have told us that they like the disposable dinnerware because it's not as heavy as the china and easier to handle with a full plate of food. It also looks much better than the high-heat dish.

I'll give you a couple of other examples — because we've cut out the griddle work, the omelets were initially not made fresh. Based on feedback from passengers and chefs, it was not a good change. It just didn't look as appetizing as a freshly made omelet. As a result, several chefs told us that making omelets from fresh eggs on the griddle would not add to the time spent on the order. Food Specialists Allen Karz and Christian Natoli, supported by the other chefs on the *Sunset Limited*, convinced our team to add it back and so we made the change.

On the *Capitol Limited*, Service Attendant Nancy Bonnanno and Lead Service Attendant Suzanne Russell came up with ways to be more efficient by recommending that we serve the rolls — they're heated and in a basket — just before the customers are seated. So rather than seating customers and then making another trip to get them, the rolls are served up front. Suzanne and Nancy found that doing this saved them time and it's a nice customer service touch.

Here's one more: Taking reservations for breakfast from sleeping car passengers as well as coach passengers wasn't working very smoothly, chiefly because people would change their minds and want to sleep in, or sometimes it was difficult to track down people as they boarded overnight. We're now testing how breakfast works without reservations, but still seating people with the staggered seating approach, and we'll see how that goes.

AI: What else have you learned from implementing this dining service model?

Rosenwald: We've learned that most employees have come to understand

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Amtrak.com Innovation Leads Travel Industry

Leading the transportation industry with a first-of-its-kind, Amtrak now offers its customers an opportunity to make and change a reservation using a BlackBerry®, Treo™, Pocket PC and most cell phones — one of two customer service improvements made recently through Amtrak.com.

Launched mid-May, Amtrak Mobile puts Amtrak.com in the hands of PDA users, providing them with instant, up-to-date rail travel information and wireless access to key functions currently used online, without having to call anyone or needing to get to a desktop computer.

A mouse-less navigation feature provides PDA users access to the same information and services that are available on the Web site.

“We are continually identifying ways to make Amtrak an easy

option for travelers and extending our reach to more customers. Amtrak Mobile does both, while putting us ahead of the curve,” noted Barbara Richardson, vice president of Marketing and Sales. Amtrak is the first in the travel industry to offer this type of booking capability.

“Users don't need to be registered for this service — they simply access the Web from their PDA the same way they normally do, and go to the Amtrak.com site.” said Craig White, E-Commerce principal marketing officer.

Another innovation, the Route Atlas, is a function added to Amtrak.com in mid-April that allows users to explore train routes and access more detailed travel-planning information. The new function serves to not only inform passengers of the route options between two points, but to also

Custom Route tab and learn about optional train routes offered between cities. When selecting a station listing, viewers see a pop-up page showing information, such as the address and operating hours.

inform those less familiar with the network about destinations for future travel.

By clicking the icon on the home page, customers are taken to the system route map where they may search for information on routes or stations alphabetically, by state or by region. Or, they may select the

“Amtrak prides itself on having an award-winning, customer-friendly Web site,” said Kathleen Gordon, senior director of E-commerce. “Illustrating how our routes are structured takes the mystery out of planning long-distance vacation travel for our customers.”

Gearing Up for Summer Travel Season

As the summer season approaches, departments throughout the railroad are implementing plans developed months ago in anticipation of the busy travel period. The increase in ridership, the effects of warmer weather and the rise in the number of track work projects will have a major impact on railroad operations over the next few months.

Before passengers walk through the station and step on board the train, often their first contact with Amtrak is through the Western and the Mid-Atlantic Reservation Sales Call Centers located in Riverside, Calif., and Philadelphia. Although the majority of bookings are made through automated channels such as Amtrak.com, Julie (Amtrak's automated voice response system), and Quik-Trak machines, reservation sales agents handle approximately 45,000 calls a day during the summer months, compared with about 35,000 calls a day during off-peak seasons.

To prepare for the increase in call volume and to minimize the amount of time that callers are on hold, forecasting is done nearly a year in advance, and then periodically throughout the year, to determine how many employees are needed to manage the phone lines. "Our goal is to respond to every call within 51 seconds and during the summer we make staffing adjustments to help accomplish this. For example, out of the pool of 200 part-time employees, we are offering between 50 and 70 agents an opportunity to convert to full-time positions from the middle of June through mid-August," states Ed Madden, manager of Manpower, Planning and Controls department.

When speaking with customers, reservation agents advise passengers who aren't ready to book a summer trip to call back as soon as they are prepared to do so, because space sells out quickly. Agents also recommend that passengers allow ample time at the station, particularly if they need to pick up their ticket before boarding. At major stations, including New York, Los Angeles and Chicago, passengers should arrive at least an hour before their train's scheduled departure.

Station Operations Heat Up

When passengers arrive at the stations, every effort is made to move them through the ticketing process as swiftly as possible. And,



At Los Angeles Union Station, Baggage/Express Handlers Ellen Barnett (left) and Joe Schamet remove a surfboard and other baggage from a Pacific Surfliner train.

because the ticket office lines are longer during this time of the year, passengers are directed to use the Quik-Trak machines, where they are available. "We see a sharp increase in ticket revenue during the summer months — approximately 62 percent of the total ticket revenue generated at Penn Station comes from Quik-Trak," explains Assistant Superintendent Stations Mike Gallagher.

Efforts are made at other stations as well to reduce the amount of time passengers wait in ticket lines. "To move passengers through the lines as quickly as possible and to help prevent passengers running late from missing their trains, we often offer an express window for credit cards, checked-baggage-only windows and, when necessary, we dedicate certain ticket windows to passengers boarding trains that are departing soon," explains Central Division Passenger Services Superintendent Jeff Snowden about Chicago Union Station's ticket office.

At this busy time of the year, baggage is also an area of special focus. "Because the amount of baggage increases dramatically, we get heavily into briefings on proper baggage handling to help eliminate the potential for injuries," describes Southwest Division Superintendent of Passenger Services Lynn Berberian. During briefings, managers discuss with employees proper lifting techniques and emphasize the importance of enforcing the checked and carry-on baggage policies. "We make sure extra boxes are available in case passengers have to re-pack their belongings due to their luggage exceeding the 50 pound limit. We also order additional bike boxes to have on hand because biking is so popular in California during the summer months," adds Berberian.

At New York Penn Station, which sees over a half-a-million travelers and commuters most days, every effort is made to help ensure that all the station equipment, including its 25 elevators and 22 escalators are in good working condition by the start of the summer. "We also scheduled station upgrade projects so they're completed in time for our summer travelers," notes

Gallagher. These improvements include installing new public address systems, purchasing new wheelchairs and hand trucks and repairing the yellow ADA-required tactile edge that lines the platforms.

More Passengers, More Equipment

Long before the train leaves the station, decisions are made about how many on-board employees are needed during this heavily traveled time. Crew Management Services works closely with System Operations, Customer Services and Crew Base supervisors, to help ensure the trains are sufficiently staffed.

A major consideration in determining how many employees are needed is the number of cars used on each train. To ascertain the equipment needs for each route, System Operations examines several important factors. "It's a delicate balancing act where we must make decisions by carefully analyzing ridership, equipment availability and potential revenue," explained Senior Director, System Operations Chris Jagodzinski.

First, historical data is reviewed to determine when ridership is expected to be high enough to warrant additional equipment. But ridership data alone is not enough to justify adding cars to a route; revenue must also be considered. Therefore, System Operations works closely with Sales and Marketing to compare routes to figure out which will generate the most revenue from adding a car.

Additionally, System Operations must work with the Mechanical department to determine if the needed equipment will be available. "To help make this decision we must take into considerations the number of trainsets used on each route. For instance, if we plan to add a car to

the *Empire Builder*, which utilizes five train sets, we'll need five extra cars. So, if we don't have that many available, we may instead choose to add a car to the *Capitol Limited*, which uses only three trainsets," continued Jagodzinski.

Once the equipment counts are established, Crew Management Services can begin staffing the trains. And when ridership is at its peak, particularly among long-distance trains during the summer, adding another sleeping car to a train means adding another attendant to staff that car as well.

Train and Engine crews may also get an additional member, based on equipment levels. "For instance, when a corridor train has more than six revenue cars, we may add another assistant conductor," explained Senior Director Crew Management Thom Chawluk, Sr.

The Customer Service team works with Crew Management to set the required staffing level in the dining car based on the number of meals expected to be served. When the anticipated meal count exceeds 96, an additional service attendant is usually added. Coach car attendant staffing is also predetermined, but in a different way — if a train operates for more than four hours during daylight with more than 150 passengers, additional coach attendants may be added.

Mechanical Team Provides a Cool Ride

Temperature control during the heat of the summer season is key to providing passengers with a comfortable and relaxing ride. When cars come to the Beech Grove Maintenance Facility in Indiana for overhauls, remanufactures, or wreck repairs, mechanics perform season-specific work to ready the equipment for the summer. Air conditioning units are rebuilt and tested for hours in a heated room that simulates conditions in a passenger car. After air leaks in the car are sealed to ensure that the cool air stays inside the car, a test is performed to ensure that the interior temperature is maintained and the thermostats are calibrated.

"Sometimes we have to replace individual room thermostats or equalize the air flow to eliminate hot spots. In some cases we may need to lower the thermostat temperatures to overcome the heat load. For example, the Sightseer Lounge car, where glass windows encase much of the car, creates a much greater heat load because of the constant sun exposure," explained Beech Grove

Assistant Superintendent Roger Rigen. Additionally, the duct work throughout the cars is thoroughly cleaned and all filters are replaced. Mechanics must also ensure the doors work properly and the seals are in place to prevent air and humidity from entering the car.

“The refrigeration units work harder in the summer than other times of the year, so we also test the refrigeration using electronic thermometers, record the stats and download the data on a computer that enables us to see when the freezers go into a defrost cycle and how long it takes to recover the required temperatures,” added Rigen.

The Heat Effect

Amtrak's Engineering department also plays an important role in providing safe working conditions for employees, a comfortable ride for passengers and a safe, reliable infrastructure for train operations. And during the summer months, the hot temperatures add an extra component to consider when accomplishing these goals.

In preparation for the summer, Engineering conducts “spring training” with employees to review practices and prepare for the work ahead. “On hot summer days, working outdoors on the railroad can be tough and the safety of our employees is a key concern,” said Engineering Production Superintendent Thomas Denio.

When the temperatures rise, employees working under hot weather conditions are encouraged to drink plenty of water. “During briefings, we talk to employees about recognizing the signs of heat exhaustion and fatigue, especially when we have several days in a row when temperatures rise above 90 degrees.”

The heat affects not only the track, but also the catenary, signals and structures. In the Northeast, the overhead catenary wires are affected by the heat and may sag due to expansion of the wire. While the New England Division installed new catenary wires that don't sag because they're under constant tension, the heat can cause distress to other components of the system. To minimize the malfunction of the catenary and its components, the system is regularly monitored during hot weather conditions.

When it is hot outside, the continuous welded rail can reach a temperature of up to 130 degrees, expanding the rail and generating high-compressive forces that must be restrained by ties, fasteners and ballast to prevent the track from buckling. These stresses make it critically important that the rail is adjusted properly to withstand the summer heat.

Under extreme temperatures above 95 degrees, speed restrictions are placed on the track and special inspections are made to monitor the conditions. “Train operations can be severely affected by heat restrictions, therefore, Engineering works closely with Transportation to limit these restrictions whenever possible,” explained Deputy Chief Engineer Track, Walter Heide.

Working on the Railroad

To the railroad industry, warmer weather also means better working conditions for the freight railroads' Engineering forces. And, when summer arrives, their heavy track work season, which began in March, is well underway. Work being performed from coast to coast has a

major impact on Amtrak service and results in service delays, alternate routing and motorcoach service when trains can't operate.

“While we've done as much as we can to prepare for these periods, once the summer starts, we'll continue to work to mitigate the delays,” says Assistant Vice President of Transportation Tom Schmidt, who took on the top Transportation position in the Customer Service department last month.



Red Cap Neil McPhatter uses one of New York Penn Station's new hand trucks to carry luggage to the train.

In Missouri, a project being performed by Union Pacific Railroad has a major impact on service between St. Louis and Kansas City on the *Ann Rutledge*, *St. Louis Mule* and the *Kansas City Mule* through Oct. 1. During this period, UP's tie gangs are installing about 1,200 ties per work day. Consequently, Amtrak trains are required to operate through the work zones at slower speeds and delays may result from congestion on the tracks. Also while this work is underway, motorcoach service may be substituted for train service.

Initially, UP notified Amtrak that it would not permit any passenger service over this corridor for an extended period of time while it was conducting track maintenance. After Amtrak's Law department intervened, a neutral arbitration panel determined that the UP could not bar Amtrak from operating if it planned on running its own freight trains over the railroad during the work period. The Law department's success before the panel paved the way to an agreement between Amtrak and the UP allowing continued service during the track work.

On the West Coast, service on the southbound *Coast Starlight* is affected through the end of the year due to UP track work along the route and a Metrolink tunnel upgrade project near Chatsworth, Calif. The combined effect of these two projects results in potentially significant delays along the route and motorcoach service being provided between Simi Valley and Santa Barbara.

Passengers traveling on the *Lake Shore Limited*, *Maple Leaf* and certain *Empire Service* trains may also experience delays this summer

between Albany-Rensselaer and Niagara Falls, N.Y., due to track work being carried out by CSX Railroad.

While the freight railroads are conducting their improvement projects, likewise, Amtrak's Engineering employees are also out in full force repairing, rebuilding and renewing Amtrak-owned track.

As part of the ongoing Keystone Corridor Improvement Project (KCIP), a 24-hour-a-day track laying machine project is underway between Philadelphia and Paoli on the Harrisburg Line, where Amtrak and SEPTA trains operate. Because of the track laying machine's many functions and the complexity of the operation, the majority of the TLM work performed is done during daylight hours.

“Whenever we work on the tracks, we affect train performance, and the KCIP is no exception,” explained Denio. “To minimize the delays on this line while keeping the safety of our gangs at the forefront, we have worked closely with the Transportation department to prepare a schedule to accommodate the train operations and the requirements of the track work project.” During certain parts of this project, the gangs may work on Sundays or during very early morning hours when traffic is not as heavy. By making adjustments like this, the Engineering team is able to perform improvements on the line while helping to alleviate passenger inconvenience that results from late trains.

“In spite of the inconvenience, in the long term, these improvements to the infrastructure will provide our passengers with a more reliable service and comfortable ride,” added Schmidt.

The departments that contribute to making the summer season a good one are certainly not limited to those mentioned in this story. Meeting and exceeding passengers' expectations during this busy season requires a collaborative effort from employees of all crafts and departments. “It takes a tremendous amount of work to prepare for the millions of summer travelers who choose to ride Amtrak,” said Vice President of Customer Service Emmett Fremaux. “While every customer should feel like they're the most important customer on any given day, the summer season is our time to shine and to show America professional, first-rate service and how special Amtrak travel is.”



Purchasing tickets from Quik-Trak machines is a popular option for customers at the busy New York Penn Station.

Advisory Committee Announces Award Recipients

“Recommendation: Make frequent announcements advising passengers (1) what the problem is (2) how it affects them, and (3) what Amtrak is doing about it.”

This was just one of many recommendations made by Amtrak’s Customer Advisory Committee as part of a comprehensive “Late Train Protocol” presentation at its bi-annual meeting in Jacksonville, Fla., last month.

The late train presentation considered how delays are handled from the passengers’ perspective before they leave home, while aboard late trains, while waiting in stations and after late arrivals. Recognizing that some delays are nearly impossible to beat, the committee’s proposal was designed to offer some ideas about how to improve difficult situations.

Some of the recommendations are already in the standards manuals, but are not implemented on a consistent basis. “One of the things we’re trying to nail down is the consistency of the service, and ACAC is one of the key resources we use to get that kind of in-depth feedback,” said Vice President Customer Service Emmett Fremaux.

The committee, made up of 23 volunteers from across the country that serve as customer service ambassadors, gathered with Amtrak managers to discuss a range of issues, including the dining car service model, deployment of new Quik-Trak machines, on-time performance and ADA accessibility.

The value ACAC brings to the company may be subtle, but powerful. “Our relationship with ACAC is truly a two-way street,” said Service Delivery Chief Kevin Scott. “They learn from us how we want service to be provided and what we’re trying to do to improve it, and we learn from them because they provide a unique perspective — that of savvy passengers who know what should be done.”

Another function ACAC serves is to recognize exceptional customer



ACAC members Eleanor Cunningham and Alma Goodwyn, two of the six members whose terms expire in the fall, contributed to improving customer service in the areas of special needs requests and implementing the Quiet Car on some services.

service provided by employees on the front lines. Accordingly, the committee announced the Customer Service Award winners, which are identified twice a year for exemplary front-line customer service, at the meeting in Jacksonville.

Lead Service Attendant Ed Muhs was praised for outstanding service on the *Wolverine*. In addition to providing friendly and efficient service, Muhs enthusiastically sells customers on items, including making recommendations, promoting merchandise available

for sale and even carrying items back to passengers’ seats.

“... He acted as though he truly enjoyed serving passengers and putting smiles on their faces,” said the committee member who nominated him.

Two *Lakeshore Limited* sleeping car attendants were also saluted by the committee. Tom Finnegan consistently addresses passengers by name, checks frequently to make sure passengers are comfort-

able, advises them of the train’s time status, and asks how passengers want their coffee served in the morning. While Finnegan does everything he is supposed to do, he does it all, time and again, with a level of graciousness and professionalism that distinguishes him from most other employees. “I have never received this level of service excellence,” noted an ACAC member.

Another *Lakeshore Limited* sleeping car attendant, Richard Johnson, caught the eye of not one, but two ACAC members who nominated him for his flair for personalized customer service. On one occasion, Johnson took it upon himself to wake a diabetic passenger who had fallen asleep at lunchtime to make sure she ate. “He has so much to offer and share with his fellow employees,” said one of his nominators.

“Ms. Martin ... is the ideal person to represent Amtrak in the Acela Clubs,” said the nominating ACAC member. As a 30th Street Acela

Lounge attendant, Jacqueline Martin, time and again juggles the needs of her regular customers — often remembering their names and their beverage preferences — as well newcomers during busy travel seasons with a high degree of professionalism.

Texas Eagle Conductor John Joe (J.J.) Quesada was recognized for treating every passenger like a family member. Indeed, J.J. took it upon himself to make sure that a man who often visited the San Antonio station was given a formal veteran’s burial when it seemed that no resources were available for a proper funeral. “He is always so kind to people who do not ride Amtrak often and have many questions,” wrote an ACAC member about Quesada’s attitude.

According to another committee member, Trenton Ticket Agent Eileen Breen routinely makes passengers feel as though they are the most important passengers traveling that day. She is knowledgeable not only about Amtrak services, but also about special service requests made by people who require special attention. “I always sigh with great relief because I know everything that needs to happen will,” noted the member.

In addition to honoring great employees, the committee also thanked the six members whose terms on the committee expire this fall for their service to the committee and Amtrak. They are: Eleanor Cunningham, Glenn Reynolds, Alma Goodwyn, George Bradford, Steve King and Matt Losee.



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Employee Earns Environmental Accolades

In his previous position as a fleet maintenance technician for the Philadelphia motor pool, Equipment Engineer Kirt Flowers' job description didn't include any specific environmental responsibilities. Even though it wasn't part of his job, he nevertheless took it upon himself to reduce diesel exhaust emissions of Amtrak vehicles in the Philadelphia area. His dedication to environmental improvement won him recognition by the Association of American Railroads (AAR) as a Finalist for the John H. Chafee Environmental Excellence Awards ceremony at the U.S. Capitol on April 26.

With assistance from the Environmental Health and Safety department, Flowers conducted a study to test two emission control devices on heavy-duty engineering vehicles to reduce exhaust emissions.

Fuel catalysts that re-format the fuel molecular structure for a cleaner burn before it enters the engine



Flanked by Wick Moorman president, chairman and CEO of Norfolk Southern Corp. (left) and U.S. Sen. Lincoln Chafee, Equipment Engineer Kirt Flowers (center) is distinguished among others in the railroad industry by the Association of American Railroads for his environmental stewardship. Flowers was chosen as a finalist at a ceremony at the U.S. Capitol last month.

were installed in 14 trucks, along with another device that decreased the carbon dioxide, nitrogen oxides and diesel particulate matter in emissions in the exhaust stream before leaving the tailpipe.

"Kirt is an exemplary environmental steward and we're pleased that he is being recognized for taking such a proactive approach to

controlling heavy-truck diesel emissions," said Environmental Health and Safety Vice President Roy Deitchman.

Flowers' work has contributed to the company's efforts to reduce air emissions and maintain its reputation as an environmentally responsible mode of transportation. In addition, Flowers has educated others at Amtrak about diesel exhaust emission control

measures, including informing the Automotive group about air pollution concerns.

His initiative also earned him a President's Service and Safety Award in 2005.

Flowers also participates in Amtrak's environmental engineering internship program with Temple University and serves as

Amtrak's representative on Philadelphia's Diesel Difference Board, an organization of public health and environmental regulatory agencies, environmental groups and private sector companies. The Board has recognized him for his work in developing its air pollution program.

The AAR Award, given every year, is named in honor of former Sen. John Chafee (R-RI) who was a leader in the passage of federal environmental laws.

Flowers was one of six railroad industry employees recognized for their contributions to the environment.

This is the second AAR award received by Amtrak for its accomplishments in the environmental arena this fiscal year. AAR bestowed Environmental Health and Safety Vice President Roy Deitchman with its North American Environmental Employee Excellence Award in October.

Dining Service

continued from page 5

that the reality is that we're doing this to save the service while trying to improve it for our customers. We're asking more of the employees across the board — to be more flexible, to act more as a team.

It's critical that we work hard to increase revenue and the participation of coach passengers by extending the hours of the dining car, adding lower-priced items to the menu that would be appealing to price-sensitive coach passengers, and having our crews market the service. Coach attendants contribute to the effort by announcing that reservations can be made for lunch or dinner and walking through the car making the reservations.

And some employees are doing this really well. For instance, rather than just telling passengers that reservations could be made for dinner, a train attendant on the *Capitol Limited* really markets the service, which we applaud. So while he's making announcements about the dining car, he describes the menu and even makes recommendations about the selections. The collaboration of employees like these will make the difference in how successful we are.

AI: Speaking of selections, there seems to be the perception that the quality of the food has been downgraded, is this really true?

Rosenwald: No, it isn't. Ninety-plus percent of the entrées are the same as those we served before. If the meals are being prepared according to the training, they should be as good as they were before. I bet if we did a taste test and didn't reveal how the meals were prepared, the tasters wouldn't notice a difference. And if there is a difference, they may notice that the meals prepared this new way may actually taste better as they aren't being heated in advance and held for an extended period of time.

And we've added several items to the dinner menu. As I mentioned earlier, we need to increase revenues to entice coach passengers to join us, so we've added the pizza that's on the lunch menu to the dinner menu. It's an appealing choice for our budget-conscious passengers riding in coach. In fact, on the Florida service, it's the most popular item served to our coach passengers at dinner — it outsells every item on the menu.

AI: How does cutting crew size translate into good customer service?

Rosenwald: I'm glad you asked that question. Because our labor costs are very high, we had to see how we could do more with less. And we had to fight the perception that it would mean a downgrade in service because we were — and are — committed to maintaining good service. By requiring reservations and staggering the seating according to 15-minute increments,

we've found that passengers are getting more personalized service. Think about it — if you walk into a restaurant that isn't overcrowded, you're more likely to get personalized and friendly service.

And we've had employees tell us as much — *Texas Eagle* LSA Tim McGinnis told us that he likes the staggered reservations, because "it's easier to handle the customers." Aboard the same service, Chef Ken Lahr says that the method helps him get the food up in a more orderly fashion and provide a better quality meal for the customer.

AI: While the model is not yet fully implemented, how are you measuring its progress and its effectiveness?

Rosenwald: By the start of the summer, we'll have new on-board customer service managers that will spend most of their time on the trains. Their job will be to help resolve problems that the crews encounter, as well as to coach our crews so that they have the tools and information they need to deliver consistently great service. Another key responsibility of these managers will be measuring customer service. We will be actively collecting feedback from passengers in ways that we've never done before — we're currently finalizing some of the methodology, and should be ready to start this effort in June.

In addition, our team meets weekly about how things are going and where we need to make changes to improve the situation for our crews or for the customers, depending on the nature of the problem.

We also held focus groups with passengers at the end of April in Washington, Chicago and Seattle to learn about what's working and what's not from the passengers' perspective. We also monitor the comments we get from our passengers and receive feedback on a regular basis from the Amtrak Customer Advisory Committee.

We're also monitoring on-board condemnation trends, which have dropped significantly, because we're not making a lot of meals at once, resulting in too many at the end of the meal period — that has also reduced our costs.

AI: Is there anything else you'd like employees to know?

Rosenwald: I'd like to add that most employees have done a commendable job of working to make this a success — they've used their skills, knowledge and talents to make this work. We need to make sure that we recognize great work and the new customer service managers starting this summer will help identify those employees. The truth of the matter is that we have to do this, and do it right. Our message to employees is join in the effort or get left behind.

P R O M O T I O N S I N M O T I O N

Summer Travel Brings Fun in the Sun

Whether it's the theme parks at Orlando and Kissimmee, the sunny beaches of Miami and Jacksonville or the exciting nightlife of Tampa Bay, Florida destinations are closer now, thanks to a promotion offering passengers savings on travel to Florida. Through partnerships with several Florida convention and visitors bureaus, Amtrak is offering passengers 20 percent off the lowest available rail fare when traveling to these cities on the *Silver Star* through March 15, 2007.

Disney Hosts Family Adventures on California Corridor

Amtrak, in partnership with Radio Disney, is hosting two "Family

Adventures" aboard *Pacific Surfliner* and *San Joaquins* trains this month. The on-board events, which involve games and giveaways hosted by Radio Disney's Family Fun Zone personalities, are the focal points of a four-month campaign launched last month to encourage family travel on these routes.

To help generate awareness about the Family Adventures, Radio Disney flyers were distributed at local community events. Additionally, on-air personalities encouraged kids to log on to Radiodisney.com to download a free companion coupon that allows children to treat their parents (or other family members) to a free train ticket with the purchase of a regular-priced ticket.

In addition, all participating Radio

Disney stations will air Amtrak advertising throughout the campaign and radio stations will also offer trip giveaways on the *Pacific Surfliner* and *San Joaquins*. After participating in the Family Adventure, travelers will offer on-air testimonials describing their experiences and encouraging listeners to book a trip on Amtrak.

Dine-In, Carry-Out and Save on Train Travel

After winding down from all the Radio Disney festivities, California travelers may take advantage of special savings on train travel while enjoying an appetizing meal through an offer promoted by Amtrak and Applebee's restaurant franchises in Northern and Southern California. Through this promotion, Applebee's customers

may request from their server a free Amtrak companion coupon that is good for travel through June 15, 2006, on the *Pacific Surfliner* and *San Joaquins*.

"We are excited about the opportunity to partner with one of the largest casual dining restaurant chains in the country and expand our brand awareness to thousands of Applebee's patrons throughout California," said Director Marketing West Carol Shannon. The offer is being promoted via radio in 11 markets in the San Joaquin Valley and Southern California with additional exposure via radio stations' Web sites. It is also being promoted through tabletop and point-of-sale displays at participating Applebee's.

Campaign Lands Excellence Award

Amtrak, in partnership with Caltrans, won a first place Award of Excellence in the television category from the California Travel & Tourism Commission for its "Travel Made Simple" commercials that are being aired in six major California markets. The spots highlight the ease of travel on the *Pacific Surfliner* and *San Joaquins* and feature passengers dining on board, gazing at scenery and taking a nap.

The award was presented to Director Marketing West Carol Shannon, Regional Marketing Director Karen Myers and other Amtrak attendees at the California Conference on Tourism held in Anaheim, Calif., in late March. Amtrak also won a second place Award of Merit in the newspaper category for its "Magic" ad promoting the *Pacific Surfliner* in the Disney 50th anniversary advertising section that ran in the *USA Today* in select markets.

Santa Barbara Welcomes Red Hat Group

After stepping off the *Pacific Surfliner*, more than 500 members of the Red Hat Society donning their trademark purple attire and red hats, gathered at the Santa Barbara station in March. There, Mayor Marty Blum, members of the media, station employees and local residents welcomed the group as part of an event hosted by Amtrak, the Santa Barbara Conference and Visitors Bureau and Santa Barbara Car Free, an organization sponsored by the Santa Barbara County Air Pollution Control District.

"We collaborate with the CVB and Santa Barbara Car Free to encourage people to visit Santa Barbara and leave their cars at home, and Amtrak offers an excellent travel alternative. Not only

was it an economic boost to the community, but because these ladies traveled by train, more than 200 cars were off the road," explained Sales and Marketing Associate Brian Hart.

Hart has worked with the National Red Hat Society's 'Hat Quarters', located just a few blocks from the Fullerton station, since 2002. "These women dressed in red and purple can be seen taking Amtrak trains from almost every station in the nation," added Hart. The group that traveled to Santa Barbara in March represented the largest single Red Hat Society group the railroad has ever carried. Last year, over 3,800 Red Hat Society members traveled on Amtrak, generating almost \$121,000 in revenue.

Lights, Camera, Acela



Amtrak employees take a break while filming an Acela Express television commercial at Boston South Station (L. to R.): David Lim, chief, Marketing and Sales Promotions; Gail Reisman, senior director Marketing East; Charlie Lavina, general foreman, High-Speed Rail; Darlene Abubakar, director Marketing East; Paul O'Mara, superintendent Passenger Services New England Division; Dennis Graham, director Marketing New England; and (back left) the film director, David Cornell of Form Production Company.

Appearing in the ad as the café attendant is Lead Service Attendant Yvonne Battle, who also served as the on-site consultant for the service delivery aspect of the commercial, which runs through mid-May.

"The Operations department employees were critical to the success of this project by helping ensure that the filming went smoothly," stated Lim. They include: Charlie Lavina, general foreman, High-Speed Rail; Paul O'Mara, superintendent Passenger Services New England Division; John Rockett, assistant supervisor ET Electrical Maintenance; and Lieutenant Wayne Moore, Amtrak Police Department.

K9 Undergoes Cutting-Edge Training

This isn't your average K9 unit. Amtrak Police Department Officer Kevin McMullen and his canine partner, Maximus, possess special



Amtrak Police Officer Kevin McMullen and his K9 partner Maximus exit a train at Washington Union Station. Maximus recently attended an extensive four-month bomb detection training course, making him one of the few K9 units in the country qualified at his level.

skills that few other K9 units in the country have.

In an effort to stay at the forefront of law enforcement practices, APD

sent the team to an intensive, four-month Washington Metropolitan Police Department training session. On the cutting-edge of K9 training, the course was developed by the Washington MPD in conjunction with the University of Rhode Island. While the specifics of the program cannot be shared due to security reasons, it is so advanced that it's the only one of its kind in the country.

"We are extremely pleased to be one of the first law enforcement agencies to participate in this progressive training program," said Amtrak Chief of Police Sonya Proctor. "This supports our goal of leading best practices in passenger protection."

Dogs trained in detection of illegal drugs or explosives are known to be far more reliable than any other detection devices currently in use. They can be trained to perform dual functions, such as patrol and bomb detection,

thereby allowing a K9 officer to support daily patrol functions and to investigate suspect items on trains or in facilities.

Amtrak has K9 units deployed throughout the system that are trained in detection, including those trained to detect illegal drugs or explosives.

Construction Begins on St. Louis Multimodal Station



Acting CEO David Hughes (third from right) joins St. Louis Mayor Francis G. Slay (fifth from left) and other Missouri state partners at a groundbreaking ceremony for the new St. Louis multimodal station, which will house Amtrak, Greyhound bus operations, a food court and a concourse linking Amtrak and Greyhound to Metrolink bus and rail service. The project, scheduled to be completed by the summer of 2007, is funded by federal, state and local government agencies with participation from Amtrak, Greyhound and Metrolink.

EMPLOYEE MILESTONES

25-Year Anniversaries April 2006

ABNER, KEVIN
Baltimore District

DICKS, TIMOTHY
Atlanta District

KAVOUKSORIAN, MARK
Empire/Albany District

SPENN, TERESA
Chicago Metro District

DESENS, ANNE
Chicago Metro District

DUNCAN, REX
Wilmington/Bear District

EICHHOLZ, KENNETH
Wilmington/Bear District

FARTHING, MICHAEL
Philadelphia District

FORERO JR, GEORGE
Chicago Metro District

FRANKLIN, JERRY
Empire/Albany District

INGEROLL, STEPHEN
Wilmington/Bear District

JENKINS, ORIE
New York District

KAHLER, LINDA
Philadelphia District

KISSLING, WILLIAM
Beech Grove District

LABENCKI- FULLMER, DENISE
Wilmington/Bear District

LUGO JR, RAMIRO
New York District

MCCOUCH, MARILYN
Philadelphia District

STEVENSON, JUDITH
Philadelphia District

MOSS, ROBERT
Mid-Atlantic Div/DC Non-HQ

MURPHY, SHARON
Philadelphia District

O'NEILL, EDWARD
Philadelphia District

PERKINS, ALICE
Los Angeles District

PETERSEN, ARNE
Seattle District

RADWAN, KENNETH
Chicago Metro District

RAYFIELD, ISAAC
Seattle District

ROBINSON, LYNN
Chicago Metro District

ROSSI, ANGELO
Chicago Metro District

SLUGOSKI, RICHARD
New Haven District

STANEK, MARTY
Chicago Metro District

SULLIVAN, BRENDA
Chicago Metro District

THOMPSON, EVELYN
Philadelphia District

TRINCIA JR, FRANCIS
Wilmington/Bear District

WALKER, MARGO
Empire/Albany District

WARD, GEORGE
Wilmington/Bear District

WILLIAMS, SANDRA
Philadelphia District

WILLINGHAM, JAMES
Oakland District

WIMBISH, LINDA
Philadelphia District

WONG, NGOOK
Seattle District

Retirees March 2006

BACHMANN JR, ROBERT
Detroit District

BARNETT, GLENN
Beech Grove District

BERT, MCKINLEY
Mid-Atlantic Div/DC Non-HQ

COLE, WILLIE
Oakland District

COLLINS, ROBERT
Seattle District

DEWITT, MICHAEL
Beech Grove District

DOBROWSKI, MIKE
New York District

DOTSON, RONALD
Mid-Atlantic Div/DC Non-HQ

EDWARDS, GILBERT
Baltimore District

GLASS, CHARLES
Los Angeles District

JOHNSON, LEE
New York District

JONES, MINNIE
New York District

KRESS, KENNETH
Beech Grove District

LOUNDER, DAVID
New Haven District

MCCALLUM, ANDREW
Philadelphia District

MERRITT, FLOYD
Los Angeles District

NOONAN, ROBERT
Washington, DC/HQ

PACK, JAMES
Wilmington/Bear District

PORTUGAL, JOHNNY
Los Angeles District

ROWE, CHRISTINE
New York District

SAIS, RALPH
Los Angeles District

SCHAFFER, BARRY
Philadelphia District

SEXTON, ROGER
Lorton District

SMITH, EDNA
Washington, DC/HQ

SNEED, HERBERT
New Orleans District

TOWN, LESLIE
Philadelphia District

TURSI, JOSEPH
Los Angeles District

WHITEHURST, KENNETH
New York District

ZERBES, HELMUT
New York District

ZIGMAN, KATHLEEN
Philadelphia District

Congratulations to All of You!

DAWSON, WARD
Seattle District

FRONT LINE FOCUS

Dear Amtrak:

This letter is being written to express my appreciation for the efforts that four of your conductors put into their jobs on a regular basis. I am a monthly commuter on the Keystone Line between Downingtown and Harrisburg. Wednesday evening ... my new cell phone slipped out of my coat pocket, falling between the seats without [my] realizing it. I did not notice it was missing until I had disembarked from the train. As a result of the coordinated efforts of John Garvey, Felix Diaz, Tom Foley and Curtis Hodge, my phone was returned to me within twenty-four hours.

... There have been many other examples of extraordinary service from these men that demonstrate pride in their performance and respect for passengers from all walks of life. Whether speaking Spanish to passengers with a limited command of English or simply providing scheduling information, these conductors have always been courteous and helpful. Their integrity and honesty have been above reproach [and they] deserve to be recognized for the outstanding service they provide to all Amtrak passengers.

Sincerely,
Eugene F.
Downington, Pa.

Dear Amtrak:

My wife and I rode #59 ... and encountered two of the most delightful dining car attendants we've ever experienced. Patriciana Mitchell-Bowman and Patricia Gaudreau were friendly, extremely thoughtful and portrayed a "can do" spirit during the three meals we enjoyed while riding down to the Crescent City ... They both made us feel welcome and contributed to our enjoyment of the ride. This pair could easily serve as role models for every Amtrak dining car crew.

I thought you would appreciate a complimentary letter as opposed to a complaint. Keep up the good work.

Sincerely,
Ernest K.
Riverside, Il.

Key Indicators

continued from page 1

The number of equipment overhauls and remanufactures grew nearly five-fold with 86 done in FY '03 compared to 416 planned for this fiscal year. In FY '05, 113 Amfleet remanufactures and heavy overhauls were completed, versus the 17 done in FY '02.

Hughes told the group that on-time performance in the Northeast Corridor, where Amtrak has control of most of the railroad, is currently the best its been in years. The company's premium service, *Acela Express*, operated over 90 percent on time in March and April.

While there's significant progress in on-time performance on the Northeast Corridor, the opposite is true when it comes to the trains traveling over host railroads. Amtrak has experienced a steady and steep drop in performance

over freight railroads, as evidenced by a 50 percent drop in FY '05 from FY '00 levels.

Capital investments have led to a more reliable railroad and a drop in maintenance costs. From FY '02 to FY '06 capital investments soared 150 percent, while man-hours decreased 20 percent. The minutes of delay on the corridor are the lowest they've been in over two years. Since FY '03, delays due to (unplanned) infrastructure problems have dropped 25 percent and the average minutes of delay due to communications and signal failures and malfunctions have dropped 55 percent.

Hughes added that the company would continue to push ahead with the Strategic Reform Initiatives to transform Amtrak into one that offers customers a successful value proposition.

VITAL STATS

for March 2006

	Month		Fiscal year-to-date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio* (goal) 3.0		2.2	(goal) 3.0	2.9
Ridership	1,991,737	2,033,876	11,173,226	11,559,330
Total Expenses	\$256,379,000	\$267,058,000	\$1,545,497,000	\$1,522,238,000
Total Operating Revenue	\$162,440,000	\$169,820,000	\$921,110,000	\$951,858,000
On-time Performance (system goal) 85.0%		73.7%	(system goal) 85.0%	67.9%

* Number of reportable injuries per 200,000 worked hours.



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A M T R A K

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Volume 11 · Issue 6 · June 2006



Action Plans Guide Mechanical Progress

The Mechanical department is currently focused on making improvements in four key performance areas: reliability and availability of equipment, productivity, regulatory compliance and safety.

Behind these objectives are action plans developed during the Leadership Workshop classes attended during the past year by Mechanical department managers. As part of the classroom curriculum, the participants were asked to develop action plans that put to use the problem-solving, planning and organizational skills reviewed and practiced during class to target particular problem areas, both large and small.

While Superintendent Danny McFadden's Bear Car Shop was not initially designated as the sole shop in the system to produce and repair passenger car seats, his team now meets the entire system-wide demand for seats as a result of an action plan it adopted. The Seat Shop Team identified areas for improvement to the work space that included adding shelving that made materials readily available at each of the work stations in the shop, along with pneumatic lifts that replaced the antiquated

manual hydraulic lifts on all of the strip-down-and-build tables. As a result, the team has not only met the demand for seat production, but has also eliminated many of the flaws in the original seat design by adding reinforcements and improving the frame suspension; resulting in a safer, more durable and comfortable seat.

In Chicago, the Central Division's second-shift coach cleaner operation, under the direction of General Foreman Efrain Diaz, Jr., improved its efficiency and productivity, and created a safer work environment with its action plan. Instead of spending time getting resources from various locations at the start of their shift, coach cleaners now collect cleaning tools and supplies from centralized storage boxes. They also removed debris and cleaned, painted and installed new flooring, thereby providing employees with a safer working environment.

These are two examples of changes that resulted from action plans developed during the four-day classes completed in January by more than 160 participants, including general foremen, assistant superintendents, superintendents and master mechanics. The class focused on improving operations and reducing expenses by using analysis, problem-solving and planning techniques to make improvements in the four major performance areas.



Frank Armstrong, car repairman at the Bear Car Shop, welds a steel reinforcement to a seat frame. Through new efficiencies and better tools, the Seat Shop Team produces seats for the entire system.

ability of food service appliances, such as microwave and convection ovens, coffee makers, refrigerators, freezers and dishwashers, and improved its regulatory compliance. This effort has also led to a decrease in customer complaints about on-board services.

On-Board Appliance Reliability Improves

The Equipment Standards and Compliance team, headed by Superintendent Mark Murphy, has increased the reliability and avail-

To accomplish this, the group posted online testing procedures for each appliance and incorporated the processes into each

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Customer Comments Reflect On-Board Improvements

Customers offered more commendations and made fewer complaints during the second quarter of FY '06 compared to the same period a year ago, an indication that the company's efforts to improve the quality of the service are on the right track.

The total number of customer contacts made from January through March, which includes both commendations and complaints, increased over the same period last year by 11 percent. The 1,949 commendations received during the three-month period, or an average 0.36 per 1,000 passengers, translates to a 4 percent increase over the same period in FY '05.

Accompanying the rise in the number of commendations was a 3 percent drop in the overall number of complaints, at 52,238, which is an average of 9.6 per 1,000 passengers.

A 13 percent decline in complaints about employees is in part attributed to the Block Training customer service module for Transportation department employees. Credit is also due to managers' riding trains and offering on-the-spot coaching and encouragement. As part of the implementation of the new long-distance dining service, managers from within the company were temporarily assigned to trains to provide guidance and support to employees

during the first few weeks of implementation, and their presence had a positive effect on customer service.

The majority of employee complaints and commendations are associated with on-board staff, as they spend the most time with passengers.

On-time performance remains the greatest cause of customer dissatisfaction accounting for more than half of the complaints received during the second quarter. During this period, OTP complaints increased by almost 16 percent compared to last year. Most OTP delays were caused by host railroads, which were responsible for

77 percent of delay minutes per 10,000 miles. This is one of the company's biggest challenges and an issue over which senior management continually negotiates.

Amtrak-responsible delays accounted for 17 percent and third-party delays, related to factors such as police activity, bridge openings and weather conditions, were 6 percent of the total. While *Acela Express* and *Metroliners* experienced reduced OTP ratings during the past year, improvements seen since January should turn into compliments. "... I stopped using your service for a period of time as a result of a couple of 'nightmare trips' that severely inconvenienced

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TRAIN OF THOUGHT

As we roll into summer, I am optimistic that we will have a great travel season. With ridership up on many routes, improved on-time performance on the Northeast Corridor and high gas prices leading people to travel by rail, we are poised to make the most of the summer.

Other factors are in our favor, too. The investments we've made over the past several years are putting us in a position to do well. In many ways, we are on a mission. Specifically, that mission is to provide America with safe, reliable, inter-city rail passenger service in an economically sound manner that exceeds customer expectations.

To accomplish our mission, we've got to aim high and pursue a handful of clear goals to guide progress in five key areas: Customer Service, Safety, Employee Commitment, Business Partner Satisfaction and Fiscal Responsibility.

In the area of Customer Service, our goal is to have 90 percent of surveyed passengers rate our service as "good" and that they would recommend it to others. The same percentage of people should say that they were treated professionally and that the trains are clean.

Another element of customer satisfaction is the reliability of the service. We're aiming to maintain *Acela* on-time performance at 90-plus percent and/or better than competing airlines. A cross-departmental collaborative effort has produced *Acela* OTP at 90-plus

percent over the last couple months, so we know it can be done.

On other corridors, we're going to strive for on-time performance of 85 percent (or as otherwise agreed with our state partners). To measure our customer service progress on long-distance trains, our goal is to have 80 percent of our passengers tell us that their on-time performance expectations were met and that they were well informed of any deviations or delays during their trip. I know that on-time performance on the long-distance trains is underperforming, and we're taking steps to change that.

On the Safety front, we're aiming to exceed the record of all other passenger railroads in the Northeast Corridor next year and to win the industry's safety gold standard, an E.H. Harriman Memorial Award — and we are well on the way to doing that.

With states supporting nearly half of our trains, they are extremely important partners. To that end, our goal is to have 90 percent of our partners say that they would like to maintain or expand the business relationship with us.

While our financial performance over the years has improved, we still have a long way to go. Our goal in this area is to consistently reduce the level of, and improve the return on federal operating support.

One of our most important goals is Employee Commitment. We want to have at least 75 percent of our



David J. Hughes

employees personally and regularly engaged in improving safety and business processes.

Employee Commitment means that regardless of your function, every employee participates in meeting these goals. Among other things, it means using good safety practices throughout the railroad, maintaining zero operating rule violations, making on-board and in-station announcements about a delay, meeting the needs of state partners, making the most of our resources and materials in the backshops, being sensitive to a passenger's special needs request, serving a meal as though your customer was a VIP, checking the cleanliness of bathrooms en route and representing the company with the utmost professionalism.

You'll be hearing more in the coming months about specifically what you and your department are doing and can do to make it happen. In the meantime, keep up the good work, continue to be safe out there and look out for each other.

Rountrip Added to Amtrak Cascades

On July 1, representatives from Amtrak and Washington State Department of Transportation (WSDOT), along with local officials and residents will gather at Seattle's King Street station to launch Amtrak *Cascades*' fourth roundtrip between Seattle and Portland.

Festivities will also be held in Bellingham and Centralia, Wash., and Portland, Ore., to commemorate the additional service. "The new frequency along with adjustments in current schedules will offer passengers more travel options and shorter trip times on certain routes," stated WSDOT

Rail Communications official Theresa Gren.

Funded by WSDOT and operated by Amtrak, Amtrak *Cascades* service between Vancouver, B.C. and Portland has experienced 11 consecutive years of ridership and ticket revenue growth since service began in 1994. "This growth is largely attributable to a strong economy, rising fuel prices and good service delivery. In response to this strong demand for rail service, we are launching this additional frequency and expect it to benefit everyone involved — our passengers, Amtrak and WSDOT," added Gren.

From the start of this fiscal year through April, ticket revenues of more than \$8 million are nearly 7 percent higher than the same period in FY '05. And, despite a number of service cancellations earlier this year due to mudslides, equipment issues and track work projects, ridership of more than 330,000 passengers is about even with last year.

The new Seattle-to-Portland service will be an extension of trains 513 and 516, which currently operate between Bellingham and Seattle. Beginning July 1, service on these trains will continue south

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Amtrak Ink

Vol. 11, Issue 6, June 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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April Ridership Fueled by Gas Price Increases

Boosted by Easter holiday travel and the rising cost of gas, April ridership was 4 percent higher than last year and ticket revenues rose 18 percent over the same month last year.

While the Easter holiday shift — from March last year to April this year — contributed to the growth, so did high gas prices. The average price of regular gas rose to \$2.79 per gallon, 22 percent higher than the national average in April of 2005, prompting more people to travel by rail.

Short-distance services brought in \$24 million in ticket revenue (22 percent better than last April), while ridership on those trains rose 7 percent. The only train in this classification with a ticket revenue

deficit compared to last April was the *Heartland Flyer*. Long-distance trains collected nearly 15 percent more revenue and 3 percent more riders than the same month last year.

On the Northeast Corridor, April results brought to mind the suspension of *Acela Express* service that took place in mid-April of last year due to cracks found in disc brakes. For this reason, starting with April 2006, year-over-year comparisons do not accurately reflect *Acela* performance. However, measuring the premium service's results according to budget, *Acela* ridership was about even with what was expected. Ridership on *Acela* service between Boston and New York has waned for a number of

months due to reduced frequencies, low-cost air competition and higher fares.

On the ticket revenue side, *Acela* service fell short of budget by 10 percent. The disappointing results may be attributed to a couple potential factors — revenue-managed fares were dropped to stimulate demand and the budget may have been overestimated. These factors are being closely monitored to more conclusively determine the causes of the shortfall.

Since many *Acela* customers were diverted to *Regional* trains as a result of the service suspension last year, year-over-year analysis of actual results is also skewed. However, against budget, *Regional*

service earned 6 percent higher revenues than expected, but attracted 2 percent fewer passengers in April.

With the start of the baseball season in April, special trains on the Northeast Corridor made a small, but meaningful, contribution. What's important about it is that revenue exceeded budget by 54 percent. Since the move of the Montreal Expos to Washington last year, a series of new baseball-related opportunities have opened up this season. Building on the success of providing travel for National Football League and other professional sports organizations, baseball moves are growing in number; from six trips for two customers in FY '04, to 26 trips for

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Mechanical Progress

continued from page 1

preventive maintenance inspection for every food service car. The team also developed a list of all the components as part of a master technical manual, including layout drawings of each food service area. This list was then distributed to all mechanical facilities.

To complete the action plan, Steve Covell, manager Mechanical Standards and Compliance in Los Angeles and Kevin Koppel, manager of the 24-hour CNOC Mechanical Desk in Wilmington, briefed Customer

Service managers on the importance of accurate and timely defect reporting and the availability of the 24-hour hotline (800-424-0217 ext. 2082) for en-route train reporting problems.

Chiller Unit Re-Engineered for Better Performance

Thanks to Master Mechanic Gerry Mescall and his team's focus on improving the reliability, availability and regulatory compliance of refrigerator chiller units, retrofitted units are slated to be loaded on the California food service cars by November. Superintendent Rick Tripoli and Luerean Van De Streek, maintenance analyst, worked with Dick Bruss from Equipment Engineering who re-engineered the unreliable chiller units. They also put in place a comprehensive maintenance and repair program that clearly defines the required tests, inspections, maintenance and repairs for the units. The maintenance phase of the program will begin once a suffi-

cient number of units have been placed in service. Once the program is fully implemented, fewer chiller unit failures will help Amtrak more consistently meet its obligation to increase cost savings and improve service quality.

Conserving Fuel Saves Money, Helps Environment

With rising fuel prices, fuel conservation is extremely important. To that end, then master mechanic for the New York and New England divisions, Don Knapik, and Assistant Superintendent Paul Carver,

sought the use of ground power that led to a 15 to 20 percent reduction in fuel consumption at all four of the mechanical facilities — Boston's Southampton Yards, Springfield, Mass., New Haven, Conn., and New York's Sunnyside Yards — in the divisions.

Because each facility is different when it comes to layout of ground power stations and storage tracks, Carver assigned a team to assess yard operations and found ways to effectively stack trains so they have access to ground power.

Fuel conservation bore additional benefits. Employees at the facilities also found that because the engines were running fewer hours, diesel exhaust emissions were reduced, leading to a better environment and longer-lasting engine components.

Clean Sites Are Picture Perfect

A creative communication strategy yielded productivity, safety and security improvements for Southern Division Master Mechanic Tommy Farr. As a result of Farr's efforts, the division's mechanical employees have focused on cleaning and organizing targeted areas of their facilities, making their work sites neater, safer and more secure. To encourage employees to better manage their work areas, Farr used

the old phrase, "a picture is worth a thousand words." Farr encouraged his assistant superintendents to install bulletin boards in their facilities throughout the division and post photos of work areas that needed cleaning. The photos became daily reminders, spurring managers and employees to keep their areas clean. In one example, a sheet metal workers' area was filled with trash, old parts and other junk. Once the photo of the area was posted, the employees were quick to do a great job of cleaning up the area.

Rotating Responsibilities Fosters Better Understanding

Mid-Atlantic Division Master Mechanic Mike Kapela's "Walk in My Shoes" action plan, which was geared toward improving all four performance areas, led his managers to better understand each sub-group's responsibilities and limitations.

Working with Kapela, Ron Truitt, superintendent at the Ivy City Maintenance Facility in Washington, put together a plan that

eliminated production barriers by rotating the responsibilities and work locations of the assistant superintendents for approximately three days. The interaction between management and labor forces at the shops, combined with experiencing the physical and environmental realities of each location, helps employees better appreciate the restrictions under which each operates. By anticipating the needs of others, the communication between teams flows more smoothly.

"Walk in My Shoes" has reduced over-the-road failures, increased locomotive reliability and improved the performance of the preventative maintenance line and turnaround servicing. The program has been expanded to New York and will soon be introduced in Boston.

Overall, these action plans have helped Amtrak become more efficient and have improved face-to-face communication between employees and managers. As Southern Division Master Mechanic Tommy Farr put it, "During our team-building exercises, we were able to communicate with each other and better understand what role we play in the overall plan and the adverse effects of not performing as expected." Added Chief Mechanical Officer Vince Nesci, "The Leadership Workshop class was a catalyst for change, big and small, throughout the system and I think participants learned a lot from each other."

"The Leadership Workshop class was a catalyst for change"

Vince Nesci

Chief Mechanical Officer

Marketing Team Builds International Market

With Amtrak international ticket sales at nearly \$10 million through the first seven months of the fiscal year, up 34 percent over the same period last year, officials from the Marketing and Sales department had reason to celebrate as they met again with international tour operators at Pow Wow 2006, held last month in Orlando, Fla.

For nearly four decades, the Travel Industry Association of America has sponsored Pow Wow, the travel industry's premier international conference and the single largest generator of U. S. travel from abroad. At this year's event, approximately 5,500 people participated, including domestic and international buyers and journalists from over 70 countries.

"By attending the Pow Wow, we had an opportunity to build on our success of the past year, reaffirm agreements with several tour operators and make new contacts in countries such as China and Russia," explained International Sales Manager Christine Suchy. "Over the course of the three days, we held a series of intensive 20-minute appointments with 162 overseas tour company owners, buyers, or executives who were interested in selling Amtrak tickets in their countries."

At the conference, Amtrak representatives distributed CDs that included the USA Rail PassSM in four languages — English, German, Spanish and Japanese — and featured a virtual tour of sleeping accommodations, a variety of photographs and a system map.

Because the International Sales department primarily targets leisure travelers, Suchy works closely with general sales agents who market and sell Amtrak to travel agents within their respective countries and promote Amtrak via a number of vehicles including trade shows, publications and Web sites.

During FY '05, international sales accounted for almost \$17 million, up 22 percent over fiscal year 2004. The majority of these sales can be attributed to travelers booking their reservations through Amtrak.com, which resulted in more than \$10 million in ticket revenue that fiscal year.

David Lim, chief of Marketing and Sales Promotions noted, "The demand for information about Amtrak and our services was very strong this year, and we are looking forward to seeing more overseas travelers on our trains than ever before."

'A Prairie Home Companion' and Amtrak Join Forces

When the motion picture "A Prairie Home Companion" is released this month, Amtrak will have a role to play with the promotion of the film, which boasts an all-star cast including famed radio show host Garrison Keillor, Meryl Streep and Woody Harrelson.

Based on Keillor's popular radio show that is broadcast by public radio stations across the country, the film is a comedy about the backstage antics during the last broadcast of a long-running fictitious radio show.

"Our partnership with 'A Prairie Home Companion' is very exciting because it gives us an opportunity to not only be part of this celebration of legendary family entertainment, but also to entice the show's many devotees to take a ride on Amtrak," said Principal Marketing Officer Deborah Varnado.

A promotion is underway that pairs with the "A Prairie Home Companion" movie. Building on the theme of the movie, Amtrak customers may enter a sweep-

stakes offer to win a trip for two to attend a taping of Garrison Keillor's legendary radio show, "A Prairie Home Companion," followed by dinner with the radio show's cast and crew. The grand prize also includes round-trip train travel and two nights' hotel accommodations.

The first prize winner will receive a private screening of the movie in or near his or her hometown for up to 50 guests, 50 second place winners will receive Amtrak picnic baskets and movie soundtrack CDs, while 25 third prize winners will get soundtrack CDs. The sweepstakes, which runs through July 31, 2006, is being promoted on Amtrak.com and counter cards displayed at over 80 stations nationwide.

In addition to the sweepstakes, Amtrak is currently working with Picturehouse, the film's distributor, to explore other promotional opportunities associated with the film that will provide even broader exposure.

Amtrak Cascades

continued from page 2

to Portland and serve six intermediate communities.

As a result of schedule adjustments, Amtrak Cascades northbound trip times between Portland and Bellingham will be reduced by 70 minutes while southbound travel times will be almost 30 minutes shorter. Additionally, the round-trip schedules will be more convenient for travelers planning to spend a day in Seattle.

"Amtrak Cascades passengers taking day trips from the north will gain three more hours in Seattle and will have nearly eight hours to shop, visit or conduct business in the area," explained Assistant Superintendent Passenger Services Gay Banks Olson.

The July event in Seattle will also serve as the finale in a series of events held to commemorate a historical milestone in Seattle — King Street Station's 100th anniversary. Centennial celebrations that began in May and continue through July 1 are being

held at venues throughout Seattle and at the King Street Station, which serves the Amtrak Cascades, Coast Starlight and local Sounder commuter service.

At a ceremony held at the station on May 10, an original painting by rail artist and passenger advocate J. Craig Thorpe was presented to Ticket Agent Marlene Koob, who is the third generation in her family to work at the King Street Station. Koob accepted the painting on behalf of Amtrak and was joined by other employees and guests at a reception in honor of those who have worked at the station since 1906.

The King Street Station has evolved to become a vital transportation hub serving 26 trains a day operated by Amtrak and Sound Transit and serving 1.7 million passengers annually.

Paving the Way to China

Amtrak's first USA Rail Pass customers from China, Yang Yimin (center) and his wife Wu Shuxian (right), pose for a photo with International Sales Manager Christine Suchy last month upon their arrival in Washington.



Increasingly, citizens of the People's Republic of China are visiting the U.S. as tourists. According to the International Trade Administration's Office of Travel and Tourism Industries, China was ranked 13th among to the top overseas travel markets to the U.S. in 2004, with an estimated 326,000 travelers; that number is projected to grow by 50 percent in 2008. The Travel Industry Association of America is exploring new opportunities in China, hoping to attract even more travelers to the U.S.

Amtrak just began offering USA Rail Passes for sale to overseas customers via Rail Europe, and Yang Yimin was the first to purchase a pass. Using the Rail Europe office in Shanghai, he helped pave the way to selling USA Rail Passes in his country. "I will tell Chinese people that Amtrak is a great choice to travel America ...," wrote Yang in an e-mail about his Amtrak experience.

Today, international travelers may purchase point-to-point tickets through Amtrak.com, and this summer they will also be able to purchase passes through the Web site.

"Because rail travel is so popular in China, as it is in many other countries, we expect that making rail passes available for sale online, as well as through agencies like Rail Europe, will be well received overseas," said Barbara Richardson, vice president of Marketing and Sales. "Amtrak has an advantage, as many international travelers are already avid rail travelers and understand that trains are an ideal way to see America."

Web Site Gets Nod

Just weeks following its debut on Amtrak.com, the Route Atlas feature that enables customers to explore train routes and destinations was distinguished with an award highly regarded by Web design professionals.

Selected as the "Macromedia Site of the Day" on May 10, the Route Atlas feature was showcased on the Adobe (Macromedia's parent company) Web site.

A winner's badge posted on the Route Atlas page identified it as an award-winning site, which was chosen for its use of strong visual designs, superior functionalities, and innovative use of Adobe products.

"This is a big deal in the world of interactive design," said Roger Seitzinger, director Web Design and Production. "Macromedia is the company that developed Flash, so it is quite an honor to be the 'Site of the Day.'"

Chicago Union Station Showcases Michigan and Illinois Destinations

While eight-year-old Taskeem Khan enjoys a Michigan apple, her parents Farhat Khan (left) and his wife Naazish (right) speak with Benzie Area Convention and Visitors Bureau representative Mari Heffelfinger about tourist attractions in Northern Michigan.

Amtrak teamed up with two of its Midwestern state partners — Illinois and Michigan — to promote the convenience of train travel to their residents. Commuters, employees and visitors at Chicago Union Station had an opportunity to see what Michigan and Illinois has to offer during two separate events, Downstate Illinois Day and Michigan Day, both held last month.

At each event, over 20 participants representing convention and visitors' bureaus and various communities along Amtrak routes were on hand to provide information about local tourist attractions. Visitors attending the Downstate event had a chance to win free train tickets on the Illini, State House or the Illinois Zephyr, while Michigan Day attendees entered a drawing to win a trip to destinations along the Blue Water, Pere Marquette and the Wolverine routes.

"This is the fifth Downstate Illinois Day and the second Michigan Day, and both events continue to provide excellent opportunities to boost ridership and tourism to communities served by Amtrak," said Marketing Director Tracy Robinson.

During the first seven months of this fiscal year, each of the Illinois and Michigan service trains carried more passengers and showed double-digit increases in revenue compared to the same period last year. So far this fiscal year, Wolverine revenues jumped more than 22 percent above the same period last year, while ridership of more than 200,000 passengers was up almost 7 percent. During this same period, the Illini generated nearly 23 percent more in revenue compared to last year, while the number of passengers rose more than 7 percent.



P R O M O T I O N S I N F O R M A T I O N

Essay Contest Inspires Kids to Write about Trains

Kids across the country will have an opportunity to showcase their writing skills while providing Amtrak with valuable feedback about why they like trains when they enter the Amtrak-Lionel Kids Essay Contest. For the second consecutive year, Amtrak is partnering with Lionel to sponsor the contest on all but two routes, after running for five successful years aboard various routes in the West.

The contest, which began June 1 and ends Aug. 31, is designed to stimulate children's interest in train travel and to provide a means to showcase Lionel toys. To enter, kids 12 and under must complete an entry form along with a short essay about why they enjoy riding Amtrak.

Essays will be judged on content and originality, and the grand prize winner will receive Lionel's Santa Fe El Capitan Train Set. Additionally, 14 first place winners will be chosen to win The Polar Express™ Train Set by Lionel, which is a replica of the original train featured in the movie and best-selling book "The Polar Express."

"Our ongoing partnership with a worldwide leader in toy train manufacturing has been key to

broadening our visibility among children and families across the country, and has provided us with firsthand information about what attracts kids to trains," explained Senior Marketing Officer Ric Ewing. Based on data gathered from past Lionel Essay Contests, scenery and food service continue to rank as the top two reasons why kids are partial to riding the train.



To promote the contest, posters are displayed at 47 stations systemwide and entry forms are available in coach seatbacks and sleeping car accommodations of participating trains. The contest will not run on the Keystones and the Hoosier State.

Families Save with Kids Ride Free Offers

The Lionel contest is not the only way to for kids and families to win

this summer. Kids Ride Free promotions on the Crescent, Auto Train and Hiawatha services are expected to encourage families planning vacations to forego paying high gas prices and take the train to their destinations. The offers allow up to two children to ride free with each paying adult.

In the Midwest, families traveling between Chicago and Milwaukee may take advantage of the Hiawatha Kids Ride Free offer that is good for travel through Aug. 26 on Fridays, Saturdays and Sundays only.

To stimulate family travel on the East Coast, Amtrak is also promoting a Kids Ride Free promotion on the Crescent and Auto Train. The Crescent offer is good for travel between New Orleans and Greensboro, N.C., and intermediate points, and runs through the end of August. The Auto Train offer is valid through Sept. 30.

Northeast Events Expect to Draw Riders

Families in the Northeast looking for entertainment, family fun and an economical way to travel are in luck this summer. Amtrak is partnering with Sunoco, Inc. to promote travel to Philadelphia's "Sunoco Welcome America"

festival being held June 27 through July 4. The festival is free to the public and offers eight days of family-oriented entertainment including a spectacular July 4 Sunoco Sweet Sounds of Liberty Concert, featuring five-time Grammy award winner Lionel Richie.

Passengers traveling to the event may receive a 50 percent discount off the lowest available rail fare for one companion when traveling with a passenger purchasing a regular fare ticket. The discount is valid for travel in the Northeast Corridor on Regional and Keystone Service trains only. Approximately 350,000 festival brochures that promote the special fare are being distributed throughout the Northeast Corridor.

During the summer break, Amtrak employees and passengers may also reap savings on a day at the Baltimore & Ohio Railroad Museum through a partnership aimed at increasing ridership to Baltimore. Through March 2007, employees and passengers may receive a \$2 weekday museum admission discount by presenting their Amtrak ticket stub or valid Amtrak employee identification when purchasing tickets at the museum entrance.

Environmental Exchange Promotes Best Practices

As a result of a two-day workshop held in Wilmington Del., a group of specialized Environmental Health and Safety (EHS) department employees are standardizing practices and making certain wastewater treatment systems run more efficiently. In April, the EHS department brought together employees from across the country that are responsible for managing and supporting the most widely used technology for wastewater treatment at Amtrak mechanical shops and maintenance facilities.

While the benefits of the workshop included technical training, what made the April meeting particularly important to the EHS department was the opportunity to share information and develop consistent best practices for the 12 Dissolved Air Flotation (DAF) wastewater treatment systems the company owns or operates across the system.

The DAF system is no ordinary wastewater treatment system. Specially designed to collect and pre-treat water that contains emulsified oil, the system removes the oil so that the wastewater released into waterways or transferred to municipal water treatment plants meets environmental discharge standards. When petroleum, oil and lubricants used in maintenance facilities come in contact with non-petroleum-based chemicals such as detergents, cleaners and degreasers from car wash operations, the oil-based elements break down, or emulsify, and become more difficult to remove from wastewater.

The group of 30 employees at the meeting included wastewater treatment operators for the DAF systems, EHS personnel who provide technical support, and

environmental coordinators from the Engineering and Mechanical departments who directly support DAF operations and environmental compliance in the field.

“The operators are critical to helping Amtrak maintain compliance with Clean Water Act regulations at our large maintenance facilities,” explained Director of Field Operations Rich Mohlenhoff. The operators’ primary responsibilities are to operate and maintain meters and gauges to make sure equipment and treatment processes are working properly and efficiently. They also perform wastewater analysis and calculate the proper amount of chemical additions, so that the wastewater is processed at its optimum condition.

While these employees all work toward the same objectives, the workshop provided a venue for sharing information about their respective facilities. “It was important to provide our employees with updated training and the latest technical information in this very specialized field,” said Environmental Health and Safety Vice President Roy Deitchman. “But what proved equally valuable was what the participants learned from one another with respect to best practices.” As a result, certain procedures are being modified or standardized to make not just one or two facilities, but all of the operations, even more efficient.

Employees at the workshop listened to presentations by EHS personnel and environmental consultants on design challenges for wastewater treatment systems, operations and maintenance, system upgrades, wastewater



As a wastewater treatment operator, Christopher Lento (currently a Mechanical foreman III) monitors the mixing tank where chemical additions and pH adjustments are made to the wastewater prior to its transfer to the DAF system’s primary treatment tank.

sampling and data collection, wastewater and storm water audit protocols and applicable EPA and state regulations. Attendees also toured the Wilmington Maintenance Facility, including its modern DAF water treatment system, and participated in hands-on field demonstrations and system troubleshooting scenarios.

To continue the dialogue and team building that began at the workshop, a quarterly teleconference call for all wastewater treatment operators has been instituted. As Director of Environmental Technical Support Charles Lin put it, “These quarterly calls enable the operators to network, develop strategies and share information to improve and optimize system operations.”

Based on employee feedback, the workshop was well received. According to Los Angeles DAF Operator David Parra, it was one of the best workshops he has ever

attended. “Seeing how other wastewater facilities operate was a great learning experience. I enjoyed sharing my ideas and experiences and gained a lot of knowledge that I was able to put to good use.”

The workshop supports Amtrak’s Environmental Management System, a program established in 2000 to facilitate environmental compliance through various means, such as implementing employee training, broadening employee awareness, developing policies and procedures and conducting environmental audits.

Amtrak owns and/or operates DAF systems in Seattle, Los Angeles and Oakland, Calif., Chicago, New Orleans, Rensselaer and New York, N.Y., Boston, Wilmington, Del., and Washington.

April Ridership Fueled by Gas Price Increases

continued from page 3

11 customers this year. Director of Charter and Group Services Bill Ladd noted that in addition to the Washington Nationals, Amtrak now carries teams like the Pittsburgh Pirates, New York Mets and the Florida Marlins, adding that, “Once teams travel on Amtrak, they tend to stick with us and tell other teams about the benefits of traveling by rail. Plus, this generates valuable media coverage.”

Off the Northeast Corridor, much of the revenue growth in April was tied to the popularity of state-supported short-distance trains

like Michigan’s *Blue Water* and *Wolverine* services (30 and 39 percent, respectively), the *Illini* and *Hiawathas* (41 and 13 percent) in Illinois and the *San Joaquins* (32 percent) in California. These corridor trains benefited greatly from the rise of gas prices.

For the first time since November, long-distance ticket revenue exceeded the budget. This performance occurred despite losses not accounted for in the budget, including the lack of travel demand to and from the New Orleans area, the truncation of the *Sunset Limited* and the CSX East

Bridge outage, which by itself caused a \$500,000 loss.

The *Empire Builder*, for which enhanced service was inaugurated last August, was one of the bigger long-distance revenue generators, with \$2.9 million in ticket revenue — 23.5 percent more revenue than a year earlier.

Amtrak’s on-time performance average for April was 72 percent, supported by big improvements on the Northeast Corridor. Long-distance trains experienced a dismal 29 percent on-time performance in April. The on-time

performance of long-distance trains was the subject of discussion at a recent meeting between key congressional staff and representatives of the freight railroads and Amtrak, as this continues to be a challenge for passenger rail. Conversely, *Acela* on-time performance was over 90 percent — at 92 percent — for the second consecutive month.

Fiscal-year-to-date ridership numbers were about even with the same period last year, while ticket revenues were 8 percent ahead.

EMPLOYEE MILESTONES

25-Year Anniversaries

May 2006

HAYNES JR, RUDOLPH
Los Angeles District
HERGENRADER, MICHAEL
Salt Lake City District
NEUMANN, CLIFFORD
Detroit District
PHILLIPS, MICHAEL
Wilmington/Bear District

30-Year Anniversaries

May 2006

ABATE, FRANK
New York District
ALBANY, JAMES
New York District
ALEXANDER, HERMAN
Philadelphia District
ALLEN, CHARLES
New Haven District
ALLEN, FREDDY
Philadelphia District
ALSTON SR, ERIC
Baltimore District
AMARU, CHARLES
Boston District
ANDERSON, JAMES
Philadelphia District
ANDERSON, RAYMOND
Philadelphia District
ANDERSON, WILLIAM
Boston District
BERRYMAN BEY JR, DANIEL
Baltimore District
BANAS, ALFRED
New Haven District
BANFORD JR, FRED
Philadelphia District
BARNES, CRAIG
New Haven District
BARNES, ERIC
Philadelphia District
BARNETT, PETER
Baltimore District
BATES, JOHN
Mid-Atlantic Div/DC Non-HQ
BATTISTINI JR, MICHAEL
New York District
BAUMGARDNER, DENNIS
Empire/Albany District
BEAUPARLANT, MICHEL
Wilmington/Bear District
BENCIVENGO, FRANK
New Haven District
BENNETT JR, JAMES
Mid-Atlantic Div/DC Non-HQ
BENTLEY, BRUCE
New Haven District
BENYAK, FRANK
New York District
BESSETTE, MICHAEL
New Haven District
BLANKENSHIP JR, CHARLES
Baltimore District
BLAUTH, BRENDA
Jacksonville District
BOGAN, ANDERS
New Haven District
BONGIORNO JR, JOSEPH
Baltimore District
BOONE, RANDY
Philadelphia District
BOULAIS, NORMAND
New Haven District
BOWERMASTER SR, RICHARD
Philadelphia District
BOYER, BRUCE
Philadelphia District
BOYLE, FRANCIS
Philadelphia District

BRENEMAN, WILLIAM
Baltimore District
BROEGG, ADOLFO
New York District
BROOKMAN, DONALD
New York District
BROWN, GARY
Philadelphia District
BROWN, ROOSEVELT
New York District
BROWNLEE, STEVIE
New York District
BRUMBAUGH, D
Detroit District
BRUNO JR, FRANK
Philadelphia District
BRYDGE, GUY
Baltimore District
BUFORD, STAN
Seattle District
BURGESS SR, RAY
New Haven District
BURKE, ELIZABETH
Philadelphia District
BYRNE, JOSEPH
New York District
CALDWELL, RANDY
Baltimore District
CARROLL, WILLIAM
Baltimore District
CARTER JR, JOE
Wilmington/Bear District
CARTER, CHRISTOPHER
New Haven District
CARTER, DONALD
Philadelphia District
CARTER, MICHAEL
New Haven District
CASTRO, DANIEL
New York District
CHAPMAN, JONATHAN
San Jose District
CHESTNUT, ALAN
Philadelphia District
CIGANIK, JOSEPH
New York District
CLARK, HOWARD
Wilmington/Bear District
COBBS, JAMES
New York District
COFFIN, JAMES
Philadelphia District
COHEN, STEPHEN
Baltimore District
COLEMAN, ROBERT
Philadelphia District
CORBETT, STEPHEN
Boston District
COUSINS JR, HARRY
New Haven District
CROSBY, EZELL
Baltimore District
CROSS JR, RUSSELL
Philadelphia District
CUOZZO, MICHAEL
Mid-Atlantic Div/DC Non-HQ
CUSHING, MICHAEL
Wilmington/Bear District
D'AMATO, RONALD
New Haven District
DALY, EDWARD
New Haven District
DASHIELL, JOSEPH
Baltimore District
DATZ, JOHN
New York District
DAVIES, KEITH
New York District
DAVIS, CARL
Baltimore District
DAVIS, WILLIAM
Philadelphia District
DELLINGER, GARY
Baltimore District

DENGLER, RICHARD
Philadelphia District
DENNIS, GARY
Philadelphia District
DETRICK, MICHELE
Wilmington/Bear District
DEVERAN, LAWRENCE
New Haven District
DEVITO, ANN
New York District
DEVITO, MARY ANN
New York District
DIAMONTE, JOHN
Philadelphia District
DI BONAVENTURO, JOSEPH
Philadelphia District
DICKEY JR, WILLIAM
Philadelphia District
DIGGS, BARRY
New Haven District
DILLON, JOSEPH
Philadelphia District
DINARDI JR, ANTHONY
Philadelphia District
DOCHNAHL, CHARLES
New York District
DOMEK, STANLEY
New Haven District
DOORISS, MICHAEL
New Haven District
DOWNS, TERRY
Philadelphia District
DUJNIC, RANDOLPH
New York District
DUSSAULT, RAYMOND
New Haven District
EBERWEIN, ROBERT
Baltimore District
ELLENBERGER, DANIEL
Baltimore District
ESPOSITO, GARY
Sanford District
EWING, DANNY
Philadelphia District
FALCON, JULIO
New York District
FAY JR, JAMES
New Haven District
FERRASCI, JERRY
Oakland District
FLINT IV, WILLIAM
New Haven District
FLOCCO JR, NICHOLAS
New York District
FOSSETT JR, WILLIAM
Philadelphia District
FOURA, WALTER
Philadelphia District
FOX, PHILIP
Baltimore District
FRANCESCO, AUGUST
Philadelphia District
FRANKEL, SAMUEL
New York District
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Baltimore District
FULTON, THOMAS
Philadelphia District
GANOUNG, KEITH
Chicago Metro District
GARDEN, DAMIAN
New Haven District
GAYMON, KIMORAGE
New York District
GESNER, ALBERT
Philadelphia District
GIAMPETRO, RICHARD
Wilmington/Bear District
GIBBONS, STEVEN
New Haven District
GOLDBERG, JUDITH
Philadelphia District
GONZALEZ, ISAAC
New York District

GORMLEY, THOMAS
Wilmington/Bear District
GOTTSABEND, JOAN ANNE
Philadelphia District
GOUIN, MICHAEL
New Haven District
GRAB, PATRICK
Philadelphia District
GRELLI, VICTOR
Baltimore District
GRIMES, BRANDON
New York District
GUERRA, FRANCISCO
New York District
HAERTER, STEVEN
Jacksonville District
HALL, FRANCIS
Chicago Metro District
HALL, MICHAEL
Mid-Atlantic Div/DC Non-HQ
HAMBY, MARTIN
Philadelphia District
HAMMOND, DONALD
Philadelphia District
HARBO, THOMAS
Baltimore District
HARDISON, JACOB
Philadelphia District
HARRINGTON, JOHN
Boston District
HARRIS, DONALD
Philadelphia District
HARRISON, RICHARD
New York District
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New Haven District
HEFFNER, MICHAEL
New York District
HEININGER, DAWN
Philadelphia District
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New York District
HODGES, GERALD
New York District
HOLLAND, MICHAEL
Philadelphia District
HOLLOWAY, ROBERT
New York District
HOLMES, LUTHER
New York District
HOLMES, THOMAS
Baltimore District
HOLT, LEON
Philadelphia District
HOTCHKISS, DAVID
Boston District
HUBBARD SR, CHARLES
Philadelphia District
HUNT, ROGER
Baltimore District
HURLBURT, KEVIN
Mid-Atlantic Div/DC Non-HQ
IANNELLO, STEPHEN
Philadelphia District
JACOBSEN, JENS
New York District
JESTER, GARY
New York District
JONES, PROPHET
Baltimore District
JONES, RICHARD
New York District
JONES, ROBERT
Philadelphia District
KEMBLE, WALTER
Philadelphia District
KENT, WILLIAM
Boston District
KEOUGH, STEPHEN
Wilmington/Bear District
KIRBY, DAVID
Seattle District

KISH, BRUCE
New York District
KOEHLER, ROBERT
New York District
KOLDEN, MARTHA
Los Angeles District
KOLONICK, PETER
New Haven District
KRAUSS, DAVID
Baltimore District
KREDENSOR, EUGENE
Philadelphia District
KRYWY, JOHN
New York District
KUBICH, DAVID
New York District
LACLAIR, JUANITA
Detroit District
LANO, ROCCO
Wilmington/Bear District
LA PLUME JR, JAMES
Baltimore District
LAU, LORENZO
New York District
LAURIE, DANA
New York District
LAW, CLIFFORD
New York District
LEBED, GREGORY
New York District
LENART, JOHN
New York District
LILLQUIST, LEONARD
New Haven District
LILLQUIST, ROBERT
New Haven District
LIPPA, CRAIG
Baltimore District
LISZEWSKI, STANLEY
Philadelphia District
LOCKWOOD, DAVID
Philadelphia District
LODGE, GARY
New York District
LORENZO, ROBERT
Kansas City District
LOTITO, LUCAS
New York District
MACKENZIE III, FRANK
New Haven District
MACKEY, ALPHONSO
Philadelphia District
MADDEN, DAVID
Philadelphia District
MARCELL, HENRY
New Haven District
MARCHIONNI, FRANK
New Haven District
MARCHITTO, THOMAS
New Haven District
MARENHOLZ, JOHN
New Haven District
MARGE, MICHAEL
New Haven District
MARLIN, JACOB
New York District
MARSH JR, RALPH
New Haven District
MARSH, WILLIAM
New York District
MATLACK JR, CHARLES
Wilmington/Bear District
MATTIE, JOSEPH
New Haven District
MAXWELL JR, JOSEPH
Philadelphia District
MC CARTHY III, DANIEL
Philadelphia District
MCCOLE, JAMES
Philadelphia District
MCGILL, MICHAEL
New Haven District
MCKEEVER, JOSEPH
Philadelphia District

Congratulations to All of You!

MCNERNEY, BRIAN
New Haven District
MEASE III, GEORGE
Wilmington/Bear District
MEEHAN, WILLIAM
New Haven District
MELLOTT, GERALD
Baltimore District
MELTON, RICHARD
New York District
MENDEZ, ANTONIO
New York District
MEYER, E THOMAS
Chicago Metro District
MICHAELS, KEVIN
New York District
MIECZYNSKI, THOMAS
Sanford District
MIHALKO, JOHN
New York District
MILLER JR, JOHN
Baltimore District
MILLER, GARY
Baltimore District
MILLER, MICHAEL
Philadelphia District
MININCHELLI, EDWARD
New York District
MIODONSKI, DAVID
Detroit District
MOLLOY, THOMAS
New Haven District
MOORE, DONALD
Philadelphia District
MOORE, JEFFREY
Philadelphia District
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New York District
MOSSMAN JR, DENNIS
New Haven District
MOSSMAN, FRANK
New Haven District
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Mid-Atlantic Div/DC Non-HQ
MURRAY, BRUCE
Philadelphia District
NADEAU, JOSEPH
New Haven District
NAGTEGAAL, MARC
Philadelphia District
NALL, THOMAS
New Haven District
NAZARIO, EDWARD
New York District
NOGUEIRA, JOSE
New York District
NOTO, GARY
New York District
NUTT, ROBERT
Philadelphia District
O'MALLEY, THOMAS
Philadelphia District
O'NEIL KENNETH
Philadelphia District
O'NEILL, PATRICK
Philadelphia District
O'DONNELL, JOHN
Philadelphia District
O'BRENNAN, MARK
Philadelphia District
ODOM, CONNIE
Baltimore District
OLSEN, ANDREW
New York District
OLSON, ALFRED
New Haven District
PAMPINELLA, FRANK
New York District
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Boston District
PARSONS, RALPH
Baltimore District
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Philadelphia District
PATTAY, BERNARD
Philadelphia District
PAVUSIK, STEVEN
Philadelphia District
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Baltimore District
PENMAN, ROY
Wilmington/Bear District
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PERRIERO, ROBERT
New York District
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Los Angeles District
PETTIE, RANDALL
Baltimore District
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Philadelphia District
PIELLI, JOHN
Philadelphia District
PORTER, CAREY
Los Angeles District
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Philadelphia District
RILEY, RICHARD
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Seattle District
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Baltimore District
ROTH, MARTIN
New Haven District
RUDDLE JR, FRANCIS
Sanford District
RUGGIERO, JOHN
New York District
RUPP, JOSEPH
Baltimore District
RUSH, ALBERT
Baltimore District
RUSH, DANIEL
Philadelphia District
RUSSO, JOHN
New York District
SALZMAN, THOMAS
Philadelphia District
SANDT, KARL
New Haven District
SAUERWALD, LAMONT
Wilmington/Bear District

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EMPLOYEE MILESTONES

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SCHAFFREN, EDWARD
Philadelphia District

SCHMIDT, WILLIAM
New Haven District

SCOTT, MICHAEL
Wilmington/Bear District

SHAKIR, YAHYA
Philadelphia District

SHANLEY, THOMAS
New York District

SHAW, DOUGLAS
Philadelphia District

SICHELSTIEL III, JOSEPH
Baltimore District

SINESI, PATRICK
Philadelphia District

SIRPENSKI, GARY
New Haven District

SKOLYAK JR, BENJAMIN
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New York District

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Chicago Metro District

SMITH, HAROLD
New Haven District

SMITH, ROCCO
Philadelphia District

SOKOLOSKY, PETER
New Haven District

SOKOLOWSKI, LEO
Philadelphia District

SOLE, STEPHEN
Philadelphia District

SPEER JR, WILLIAM
New Haven District

SPRUILL, RONNIE
New York District

STILLMAN, RANDALL
Philadelphia District

STOPKOSKI, ROBERT
New Haven District

STRALLOW, DENNIS
New York District

SULLIVAN, MITCHELL
New York District

SWAN, MAUREEN
Philadelphia District

TAMASI, RICHARD
New York District

TAWNEY, RICHARD
Baltimore District

TAYLOR, GEORGE
New York District

TEGGES, GORDON
Philadelphia District

TENNEY, ROBERT
Baltimore District

TENNIS, WILLIAM
New York District

THRASHER, DANJANIRA
Philadelphia District

TIBERI, STEPHEN
Philadelphia District

TOLER JR, JACOB
Philadelphia District

TORRES, JUAN
New York District

TREUT, SCOTT
Wilmington/Bear District

TUCKER, BRYCE
Baltimore District

TUCKER, JOHN
Philadelphia District

URBANSKI, STEPHEN
Empire/Albany District

VACCA, FRANK
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Seattle District

VAN DER MAELEN, DAVID
New Haven District

VANDERWARKER,
DONALD
New York District

VAZQUEZ, FRANCISCO
New York District

VERRELLE, RAYMOND
Philadelphia District

VILE, WAYNE
Philadelphia District

VILLEGAS, MARCO
Philadelphia District

VILLENEUVE, GARY
Empire/Albany District

WALKER, RONALD
Philadelphia District

WASHINGTON, JOAN
New York District

WASHINGTON, PATRICK
Wilmington/Bear District

WEBBER, MICHAEL
Boston District

WELLS, WILLIAM
Philadelphia District

WHALEN, JOHN
Philadelphia District

WIECZOREK, EDWARD
Chicago Metro District

WILES III, LAWRENCE
New York District

WISE JR, LEWIS
Seattle District

WISELEY EDWARD
Philadelphia District

WOLFE, CAROL
Washington, DC/HQ

WONG, DON
Los Angeles District

WOODS, ELIZABETH
Philadelphia District

WORTH, BRUCE
New York District

YOUNG, THOMAS
New Haven District

ZAGAGLIA, DENNIS
New Haven District

ZUROSKI, LUCILLE
Philadelphia District

Retirees April 2006

BETHEA, LEONARD
Mid-Atlantic Div/DC Non-HQ

BLAIR, BETTY
Mid-Atlantic Div/DC Non-HQ

BROCKUNIER, LINDA
Philadelphia District

BROWN, ROBBIN
Wilmington/Bear District

FRAZIER, ANN
New York District

FURMAN, THELMA
Philadelphia District

HALLORAN, MICHAEL
Sanford District

HANSEN, JEFFREY
Seattle District

HARTLEY, EDWARD
New York District

HAYES, ANNAMAE
Philadelphia District

JONES, HUBERT
Mid-Atlantic Div/DC Non-HQ

MARTIN, WILLIE
New York District

MEYER, ROBERT
Los Angeles District

MILLER, LLOYD
Jacksonville District

MYERS, JOHN
Wilmington/Bear District

OHLY, FREDERICK
Washington, DC/HQ

OSSKO, ROLAND
Los Angeles District

PATTI, MARIO
New York District

RUDDY, GEORGIA
Seattle District

RUSS, CHARLES
Sanford District

SHAPIRO, MICHAEL
New York District

SIMONEN, RICHARD
Washington, DC/HQ

WATERHOUSE, WILLIAM
Oakland District

WOLFE, CHRISTOPHER
Washington, DC/HQ

WRIGHTSTONE, CLARENCE
Philadelphia District

Comments

continued from page 1

me ... However, beginning in January this year, I decided to start traveling on your service again ... I have been very impressed with the service, the trains have run perfectly to time ...," read a letter penned by an Amtrak Guest Rewards® member.

During the second quarter FY '06, the number of equipment-related complaints declined by approximately 18 percent compared to a

year ago, thanks to the company's state-of-good-repair focus.

Complaints about restrooms and climate control, both of which increased by double digits over the same period last year, headed the list.

Other areas of dissatisfaction included unsatisfactory accommodations, unavailable accommodations and unacceptable substitution of equipment.

VITAL STATS

for April 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio* (goal) 3.0		2.1	(goal) 3.0	2.8
Ridership	2,047,854	2,071,630	13,221,081	13,630,960
Total Expenses	\$247,619,000	\$246,775,000	\$1,793,116,000	\$1,768,929,000
Total Operating Revenue	\$162,168,000	\$170,006,000	\$1,083,279,000	\$1,121,780,000
On-time Performance (system goal) 85.0%		72.5%	(system goal) 85.0%	68.6%

* Number of reportable injuries per 200,000 worked hours.

FRONT LINE FOCUS

Dear Amtrak:

I am writing to express my sincere gratitude to an exceptional employee: Mr. Harry Knapton, who was a conductor on ... train service from New Haven, Conn., to Montpelier, Vt.

I was traveling with a group of 12 school students who had never been on a train before ... Mr. Knapton made certain that our students were all able to sit in the same general area and he made it his business to make certain that each one of them had the experience of a life time. He offered them explanations of various procedures whenever he had the opportunity to enlighten their

minds ... He helped us with connecting information when it became available and he even tried to notify the connecting train that there would be a group of students who would benefit from group seating.

I cannot tell you how much Mr. Knapton's services were appreciated and how much he helped to make our trip successful and enjoyable for everyone ... including the chaperone.

He is indeed a credit to your company ...

Sincerely,
Roberta C.
Hudson, Mass.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Amtrak is an Equal Employment
Opportunity/Affirmative Action Employer

Please send address changes to your local
Human Resources office.

Power Outages in Northeast Under Investigation

Amtrak is currently taking steps to prevent power outages on the Northeast Corridor and developing response procedures in case an interruption occurs, following outages experienced in May and June.

Utility suppliers are providing data from their systems and the equipment manufacturers are reviewing the control sequence of the solid state electric converters. An investigation lead by the North American Electric Reliability Council (NERC) is underway that will shed light on past incidents and provide valuable information on how to avert subsequent problems.

In the event of future outages in the New York tunnels, the New York Division Superintendent of

Operations is formulating a detailed set of policy, procedural and physical changes that will enable a rapid response. For instance, a dual-mode locomotive is being moved from Sunnyside Yard to Penn Station to more easily perform rescue operations when an electric locomotive is disabled. In addition, trains will be prohibited from entering tunnels if there is a low voltage condition, minimizing the possibility of trains getting stuck in a tunnel during a power outage. Lastly, the Richmond frequency converter in Philadelphia is being staffed 24 hours a day to monitor the facility's operations, and the other two Amtrak owned converter stations are staffed during the morning and evening rush hours.

The utility owned converter stations are normally manned stations.

These actions are being taken in response to power interruptions that occurred on May 25, June 2, 3, 10 and 21, 2006. On May 25, the problems experienced with the electrical system resulted in a total system shutdown of the Northeast Corridor, affecting 91 trains, including 27 Amtrak trains, 26 New Jersey TRANSIT trains, 35 SEPTA trains and three MARC trains. In testimony given before the New Jersey State Senate Transportation Committee, on June 22 Senior Vice President of Operations William Crosbie described the problem as "a load sharing failure" of power stations between Chester, Pa., and Philadelphia. This caused signifi-

cant delays on the Northeast Corridor and 12 trains were stranded in tunnels during the outage. There were no injuries and trains reached their destinations when power was restored three hours later.

The power interruptions in June were all attributed to separate, unrelated causes.

In his testimony Crosbie also apologized to passengers affected by the outages and vowed that Amtrak "will take all action to rectify any problems we find and do our utmost to ensure that this does not happen again."

Ridership, Revenue Up Slightly in May

Amtrak ticket revenues reached \$119.3 million in May, the eighth consecutive month of growth in FY

overall increase of 11 percent over last year. Ridership in May was up 3 percent.

One of the exceptions to the revenue growth was the Kansas City-St. Louis service, which saw

declined 6 percent against May one year ago, ticket revenue rose 8 percent. Trains that contributed to the revenue gain included the *Auto Train* (19 percent), the *Cardinal* (17 percent) and the *Empire Builder* (14 percent). Unfortunately, May on-time performance for long-distance trains was down 10 percentage points from May 2005, to 32 percent.

Fiscal-year-to-date, revenue increased 9 percent while ridership rose 1 percent over the same period last year. Short-distance trains saw a 5 percent increase in passengers and brought in a 12 percent increase in revenue. Long-distance ridership dropped 2 percent, while ticket revenue rose 7 percent.

On the Northeast Corridor, results against last year were difficult to compare, as *Acela Express* service was suspended throughout May 2005 for brake rotor cracks. Additionally, the May 25, 2006 power outage resulted in an estimated loss of \$800,000 in revenue.

Ridership and Ticket Revenue for May 2006

Month of May	May '05/Actual	May '06/Budget	May '06/Actual
Ridership	2,095,254	2,082,724	2,115,474
Ticket Revenue	\$101,448,182	\$117,795,355	\$119,282,321
Fiscal Year-to-Date	FY '05/Actual	FY '06/Budget	FY '06/Actual
Ridership	15,633,522	15,303,805	15,746,434
Ticket Revenue	\$803,371,181	\$866,675,700	\$877,301,957

'06. This trend was sustained in large part by the popularity of short-distance corridor trains and increasingly high gas prices. With 2.12 million passengers, ridership for the month saw a slight increase (1 percent) over last year.

As gasoline hovered at a near-record \$2.95 per gallon, passengers took to the rails — particularly aboard short-distance trains. Most short-distance and state-supported routes generated considerable ticket revenue growth, with an

The bigger revenue increases over May '05 were seen on *Downeaster* (26 percent), *Illini* (26 percent) and *Pere Marquette* (25 percent) trains.

revenue decline \$100,000 in May, largely due to Union Pacific track work.

While long-distance ridership

Top Five Routes (Ticket Revenue) May 2006 (vs. May 2005)

<i>Regionals</i>	\$34,321,113	+1%
<i>Acela Express / Metroliner</i>	\$29,895,065	+75%
<i>Auto Train</i>	\$ 5,022,786	+19%
<i>Pacific Surfliner</i>	\$ 3,676,054	+11%
<i>Empire Service</i>	\$ 2,971,425	+7%

TRAIN OF THOUGHT

With the busy summer travel season in progress, I'd like to take this opportunity to thank you for your hard work and to take stock of why we're here in the first place — the comfort and safety of our customers.

Millions of people will walk through our stations and travel aboard our trains this summer. For some, the trip aboard Amtrak is the vacation, for others it's the preferred mode of transportation to their destination. They've made these plans in advance and, like you, look forward to their time off.

Our goal is to treat people as we'd like to be treated on our vacations, so being busy shouldn't become an obstacle to delivering quality customer service. Whether you're a ticket agent managing a long line or a conductor loading a full train, remember to act in a professional and courteous manner, regardless of how busy things get.

I know that at times we feel like we have little control over some of the obstacles we face, like overcoming poor host railroad on-time performance, for example. But I want to thank those employees who do their best in those situations to make passengers' on-board experience a positive one. Informing passengers about delays and keeping a professional and upbeat attitude makes a big difference in passengers' trips — I know, because I read their letters.

We've maintained a respectable safety record so far this year, and as you know, accidents don't take holidays. Being busy is never an excuse for a lapse in safety. Each season has its safety hazards, but with all of the activity on the right-of-way and in the stations and on trains, please watch out for your fellow co-workers and our passengers this summer.

I hope you have an enjoyable and safe summer.



David J. Hughes

Rebuilt Corridor Clipper Back in Service

The 10002 Track Geometry Car that operates with Northeast Corridor *Regional* trains is back in service, following a complete remanufacture performed by Bear Car Shop and Engineering Track employees last month.

Known as the Corridor Clipper, the 10002 assesses track conditions. It generates data used to monitor the rate of track degradation and evaluates the quality of maintenance work by using gyroscopes and accelerometers similar to an airplane navigation system to measure how the car runs across the track.

It also includes a second system of optical sensors and distance transducers that locate the rail. These systems work together to measure the track while the car operates as part of revenue trains that travel at speeds of up to 125 miles per hour.

To perform these and other functions, the rebuilt car is equipped with 17 new computers that collect,



Inside the Track Geometry Car, Engineer of Rail Stress Management Marty Perkins sets parameters on the computer rack to display track measurement data for Maintenance-of-Way personnel. The computer rack contains the processing system that records track geometry measurements collected as the car operates on the system.

interpret and display track and catenary measurements.

New wiring was installed throughout the car that connects these computer systems to a Global Positioning System and an

instrumentation beam, which is equipped with a laser and digital camera sensors to survey and measure the track.

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Amtrak Ink

Vol. 11, Issue 7, July 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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Awards Acknowledge Safety Efforts

Two prestigious awards announced in May brought the company industry recognition for its safety consciousness. The E.H. Harriman Memorial Awards Institute recently recognized Paul Servansky, Jr., a track inspector assigned to the Lancaster, Penn., subdivision, with a Harold F. Hammond Certificate of Commendation for his contributions to employee safety in FY '05. In addition, in May, the Coaster commuter rail operation received a nod for its role in the San Diego Northern Railway's (SDNR) 2005 JAKE Award for excellence in railroad safety.

The Harriman Institute each year

honors individual railroad employees who have demonstrated outstanding safety achievement. It is Amtrak's goal to win a safety award from the Harriman Institute for its system-wide safety record.

Servansky, one of nine railroad employees to be honored with a certificate for promoting safety, helped the Lancaster Track department go injury-free during FY '05.

A 30-year railroad veteran, Servansky's extensive knowledge of track standards has proven to be invaluable. He actively mentors and instructs foreman and workers on the important safety aspects of track geometry, tie conditions and

track buckling countermeasures.

As for the West Coast honors, the JAKE is the highest safety recognition bestowed by the American Short Line and Regional Railroad Association on a non-Class I railroad.

Wayne Penn, Rail System Safety and Compliance officer for North County Transit District (NCTD) stated, "While the efforts of many people contributed to this honor, this award is largely the product of Amtrak/Coaster General Manager Joe Yannuzzi's leadership and the dedication of his staff." To



Attending the ceremony hosted by the Association of American Railroads (AAR) in Washington are Senior Vice President of Operations Bill Crosbie (L. to R.), acting President David Hughes, Track Inspector Paul Servansky Jr. and acting Chief Engineer Bruce Willbrandt.

which Yannuzzi added, "The recognition is the result of the positive

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Popular Group Promotion Extended Through Winter

Based on the success of the *Share Fares* promotion that was first launched in February 2005 for the Northeast Corridor's *Regional* and *Empire Service* trains, the program has been extended through Dec. 11, 2006. That means that Northeast Corridor passengers traveling in groups of three or more have several more months to save on travel and avoid high gas prices.

"We've extended the program because it's proven to be so successful," stated Marketing Director Darlene Abubakar. Since the *Share Fares* program was launched, nearly 133,000 passengers — generating \$4.1 million — have taken advantage of the program through May.

Share Fares is aimed at filling seats during slow travel periods. Because the program is revenue managed, it makes use of seats that might

otherwise go empty.

Through revenue management, passengers may only book reservations with the *Share Fares* discount when the lowest available fare is offered; when demand is up and sales are occurring at higher fare levels, the discount becomes unavailable.

The promotion is valid on select Northeast Corridor trains and allows groups of three to six passengers to save 25 to 50 percent on travel when two passengers in the group pay either the full adult fare or certain discount fares.

"By enabling small groups to take advantage of low fares, the program gives people who might not otherwise use our service the opportunity to ride the train, expe-

rience the convenience of train travel and perhaps become repeat travelers," added Abubakar.

The offer is primarily being promoted through television advertising in the Albany, N.Y., market and print and radio advertising in key markets. The offer is

also posted on various Web sites including Amtrak.com, select convention and visitors bureaus, Student Advantage, International Student Identity Card and Veterans Advantage.



Schmidt On The Road

Tom Schmidt, assistant vice president of Transportation, talks with Assistant Conductor Eileen Scherer before Metroliner 2300 departs Washington.

A 35-year railroad veteran, Schmidt joined the company in April, reporting to Vice President Customer Service Emmett Fremaux. This represents a shift in the reporting structure and philosophy, better aligning customer service goals with the day-to-day operation of the railroad.

"It better integrates what the operational priorities are with the needs of our biggest priority — the passenger. Tom and I work very closely and he is very attuned to how interconnected operations and service delivery really are," said Fremaux.

Schmidt retired from CSX Transportation as vice president of Engineering after having held numerous other senior positions there in network operations, train control technology and service design. He also served as president of the CSX-subsidary Richmond, Fredericksburg & Potomac Railroad. He most recently was a vice president of Transystems Corporation, a national consulting firm.

Customer Service Managers to Foster Service Excellence

Editor's Note: This is the second in a series of periodic question and answer sessions with the Customer Service department. This month, Customer Service Vice President Emmett Fremaux describes the role of the Field Operations team and its Customer Service Managers.

Amtrak Ink: You've established a Customer Service Field Operations group in your department — can you tell us more about the team?

Fremaux: Amtrak is devoting a great deal of attention to the delivery of quality customer service. That's reflected in a number of ways, for example, the recent integration of the Transportation department with Customer Service to better align customer service objectives with our day-to-day operations.

A key new component of the department, the Customer Service Field Operations group, is dedicated to ensuring that the customer service standards we set are being consistently delivered on trains and in stations. This team, led by Senior Director Customer Service Field Operations Brian Rosenwald, is there to support all of the Transportation divisions in carrying out our customer service objectives. Jim Brzezinski, based in Chicago, is the Director, Field Operations for the East and Dee Mason, based in Los Angeles, is his counterpart for the West. Together, they oversee the more than 20 newly hired Customer Service Managers that are being deployed this month.

We were extremely selective in filling these positions — we had nearly 500 applicants for the 24 openings — because these managers need to be effective leaders, coaches, and advocates for the passengers, among other things.

AI: What is the role of the Customer Service Managers?

Creating the Customer Service Manager position was a key component of our Strategic Initiative aimed at measuring and improving customer service. The primary goal of these managers, who spend the majority of their time on the road aboard long-distance trains, is to improve the overall experience of the customer. Specifically, that means making sure that the service is delivered in a coordinated and consistent manner by assessing front line employees' customer service performance, recognizing outstanding work, intervening and coaching where we have weaknesses and addressing problem areas.

Working hand-in-hand with divisional managers, their objective is to optimize the performance of employees as individuals and the crew as a team by coordinating the overall effort to deliver consistent, high-quality customer service, reinforcing good performance and by taking corrective action if necessary. These managers are instrumental in measuring not only how an individual employee is performing, but also how each employee's role contributes to the overall service in the eyes of the customer.

While riding a train, the manager examines all aspects of customer service, ranging from food service preparation to the friendliness and quality of

service delivery of the conductors and OBS employees, to the revenue generated aboard a train. The manager also surveys passengers in coaches and sleeping cars, taking note of what they say about their experience during the trip and taking action to improve service as needed.

Before leaving the train, the manager reviews each employee's customer service performance, offering positive feedback and/or immediately addressing problem areas when it's required. For instance, the manager may coach an employee to help him or her make on-board announcements that are more consistent and professional. This assessment then goes to the division managers as well as the Field Operations group.

The customer service managers will be dispatched to trains or stations that aren't making the grade, will be utilized to introduce and help manage change when we are launching something new, or to intervene where we have detected a trend that requires attention. Let's say for example, that a certain train continually undersells items in the lounge car — that's something that a manager would review with the division supervisors and the crew to determine how to improve sales.

If a train is chronically underperforming, managers will be dispatched to address the problem area by providing employees coaching, re-direction and/or counseling until it improves.

AI: Why do we need these managers?

Our goal is to elevate the level of customer service across the board and what we're missing is this group of managers whose sole purpose is to work with train crews and station employees to raise the customer service bar — in a more effective way than we have done in the past.

The key is to change inconsistent service to dependable, professional service and we can't achieve that without this kind of focus on observation, coaching, assessment and performance measurement.

As part of the company's mission, we have very specific customer satisfaction goals that the managers and our crews must achieve. We want 90 percent of the passengers we survey to rate our service as "good," indicate that they would recommend it to others, and feel that they were treated helpfully, courteously and professionally. We also want the same high percentage to rate our trains as being clean.

To measure our progress toward these goals, we've got to have reliable, up-to-date data. One of the first things the managers are going to do is contribute to the design of a new customer satisfaction data collection process. We want to make sure that we capture the data from customers using a variety of methods, so we're considering surveys that can be completed online, by recorded message and on comment cards. The information will be train specific, and we'll use it to gauge our progress, target problem areas (to which these managers would be dispatched) and work with division management to improve employee performance. We're



Mineola Station Gets New Look

A rededication ceremony was held last month at the Mineola station to celebrate the completion of its \$800,000 restoration.

The station, which served more than 4,000 *Texas Eagle* passengers last fiscal year, was restored to resemble its original 1906 exterior design. As part of the project, a new railroad artifacts museum was established. Improvements were also made to the parking area, station signage, landscaping, ticket office and waiting area.

Utilizing grants from the Texas Department of Transportation, Mineola Development Inc., and a private foundation, among others, the city brought the station back to its early 1900s splendor.

currently finalizing the initial phase of this performance assessment process, in which we will collect detailed data from this management team on an ongoing basis, and we expect to have that up and running next month.

The information we gather will be in addition to the customer feedback from passengers that is captured by the company each month as the Customer Service Index (CSI scores, which report at the route level, but are not train or crew specific) and the feedback we get from the Amtrak Customer Advisory Committee.

AI: Will these managers be solely focused on long-distance trains?

Because customer complaints about train travel far exceed the complaints we get about stations and because this is where we see the greatest number of inconsistencies, our primary focus is the on-board experience, with a secondary — but no less aggressive — concentration on stations.

Our initial focus is long-distance service, but that doesn't mean that we won't dispatch managers to other trains as needed.

AI: Are these managers like the on-board chiefs that were in place a number of years ago?

No, the functions and responsibilities of these managers are significantly different. They manage key functions that the chiefs didn't: responsibility for budgeting, involvement in the implementation of the discipline process, establishment of performance metrics and corrective action that addresses conduct and service delivery.

These employees should also not be confused with the supervisors that had stepped in to help with the first few weeks of implementation of the new long-distance dining service, all of whom are now back to focusing on their other job responsibilities.

AI: How often will crews see these managers?

How frequently crews get a visit from the managers depends on how well the train is performing, based on a variety of customer service criteria. At the very least, every long-distance train crew member will be assessed by a manager, in person, twice a year.

AI: Does this change the reporting structure on trains and in stations?

No, it doesn't. The customer service managers are not members of the crew or these employees' direct supervisors, so the conductor is still in charge and he or she still reports to the current supervisor. That said, the customer



Customer service managers participate in a classroom discussion during the two-week training class held in Chicago in June (L. to R.): James Burns; Mary Ann Schaar; William Rawlings; Meg Collins; Stephanie Pavlakis, senior director Human Resources; Dee Mason, director Field Operations; Megumi Nozaki; and Dee Fritch, director Human Resources.

service managers absolutely have supervisory authority over conductors, OBS crews and station employees while working with them on the trains and in the stations. They will work closely with divisional management on any necessary corrective action and on ensuring that service excellence is appropriately recognized.

AI: Do you have anything else to add about the managers?

Our ultimate goal here is to deliver safe, consistent and professional service to all passengers on every train and in all stations. All employees who are part of the customer service team — OBS, stations and conductors — the faces of Amtrak who greet our passengers every day and deliver service in a friendly and professional manner are the keys to reaching this goal. Providing our front line employees with effective management support, oversight, direction, and understanding of the challenges they face and how to overcome them is the mission of this new group. Making a positive impact on service quality that registers strongly with our customers is one of the keys to our survival.

Amtrak Police Department Leads the Way



The Amtrak Police Department supported community efforts by taking the lead on a couple of events in June.

Detective John Mumford (photo, left) bears the torch for the Special Olympics Law Enforcement Torch Run in San Francisco last month. The 13-mile, four-hour run was a fundraising event held to support the children and adults who participate in the Northern California Special Olympics Programs.

This is the third time that Mumford has participated in the run and the first time APD has been given the honor of bearing the torch.

In another demonstration of its community support, APD held a Security and Emergency Preparedness Expo at New York Penn Station in partnership with 37 area law enforcement and emergency response agencies to provide crime prevention and emergency response materials to the public. On display at the June 22 event were special units that included command center vehicles and illustrations, and live demonstrations were held throughout the day.

More Stations Offer Entertainment Rentals

The digEplayer™ portable entertainment unit, first enjoyed exclusively by *Auto Train* passengers, is now available to passengers departing from five more stations. The player, which comes loaded with 12 of the latest movies, 10 popular TV shows, music and music videos, is being offered for a nominal rental charge to passengers traveling from Chicago, Los Angeles, Emeryville, Portland and Seattle.



A Railway Media employee introduces Amtrak customers to the digEplayer, a personal entertainment unit that is available to passengers traveling on select long-distance trains departing from Sanford, Lorton, Chicago, Los Angeles, Emeryville, Portland and Seattle.

and utilizes the latest digital technology. Movies are rated G, PG or edited to be PG in compliance with Amtrak's current standards for on-board movies. All entertainment options are updated every 30 days.

The cost for travelers to rent the player from Chicago to Los Angeles is about \$22, while passengers taking a five-hour trip from Chicago to St. Louis will pay approximately \$13 for the rental, plus an \$8 shipping charge.

Plans are in place to equip Superliner lounge cars with a special drop box to allow passengers to return the units before leaving the train.

Travelers may rent digEplayers at station kiosks staffed by Railway Media employees before departing for a trip and return the unit to the kiosk when they reach their destination — the players should not be returned to Amtrak employees. Passengers traveling to stations without a Railway Media kiosk pay an additional shipping charge and return the unit in a pre-paid FedEx package provided at the time of rental.

The hand-held unit is about the size of a portable DVD player, contains a 40 gigabyte hard drive,

Local Festivities To Boost Summer Ridership

Thousands of athletes and spectators from more than 70 countries are expected to travel to Chicago this month to attend the Gay Games. Amtrak has a special promotion in place to attract travelers going to the week-long series of events, which will feature competitions in 30 sports, along with band and choral performances from July 15 to 22 at several venues including Wrigley and Soldier fields.

According to the Travel Industry Association of America, the gay and lesbian community represents a \$65 billion market in the United States.

Passengers traveling to the games will receive a 15 percent discount off the lowest available rail fare. The offer is being jointly promoted by Amtrak and the Gay Games organization.

Similar programs are also being offered in other parts of the

country to take advantage of other large summer gatherings or festivals.

To promote travel on the *Pacific Surfliners*, Amtrak is the Official Transportation Sponsor of the 13th Annual Oxnard Salsa Festival being held July 29 and 30, which is expected to attract 75,000 attendees. Amtrak is being featured on the festival's Web site and 10,000 rack cards are being distributed at consumer shows, in stations and at hotels.

The company is also a sponsor of Fort Worth's largest multi-day Hispanic/Latino festival — Gran Fiesta de Fort Worth — being held July 28, 29 and 30. The free event, expected to attract 75,000 people, is a colorful outdoor celebration of Latin music, art and cuisine. Amtrak's involvement includes a booth at the event and train ticket giveaways on five local Tejano radio stations a week prior to the event.

Three Marketing Programs Recognized for Innovation

The Transportation Marketing & Communications Association (TMCA) awarded the Marketing department with three TMCA 2006 Compass Awards for outstanding marketing communications initiatives: two Awards of Excellence and an Award of Merit.

An Award for Excellence in the New Media category was earned for the creation of the Amtrak Guest Rewards® member Web site, promotional e-mails and e-statements.

A second Award of Excellence was received in the Publications category for the company's redesigned 2005-2006 Amtrak America brochure that includes a system map, train routes, information about riding trains, a glossary of train terms, descriptions about accommodations and dining services, and tips for planning a trip.

Amtrak Guest Rewards was recognized a second time with an Award of Merit in the Communications Collateral category for its "Someone Like Me" message, which was created to attract new members and thank existing members for their business. Using images and more personalized copy that highlight the diverse range of AGR members, the message is designed to broaden the appeal of the program.

The Compass Awards, known previously as Tranny Awards, were presented on May 23 at TMCA's Annual Conference and Expo in Keystone, Colo. The nearly 170 attendees included marketing professionals, creative agencies, suppliers and media, representing railroads, motor carriers, airlines, ocean carriers, port authorities, technology innovators and passenger transit organizations.

Contributed by Amanda Hoey

Positive Response Extends On-Board Product Program

An overwhelmingly positive response to the pilot product sampling program launched last summer has given the green light to extending a brand new gift package to sleeping car passengers this summer.

Originally developed and coordinated by the Marketing department, the program enhances the travel experience by improving customer satisfaction and the quality of the service. New products in this season's special box include Celestial Seasonings® tea, Gold Bond® body powder, Dove® chocolate, Wrigley's candy and St. Ives® hand lotion.

As a result of this product sampling program, the companies

with which Amtrak partners benefit from additional customer exposure to their products, which are distributed in 60,000 boxes — six months' supply — through Western Folder and commissaries. The boxes also complement other sleeping car amenities, such as the morning newspaper and coffee.

Passenger product surveys, a high-return ratio on the mail-in response form and favorable on-board employee feedback resulted in the program's continuation. "This program creates a great opportunity for Amtrak to grow future partnerships," noted Joe Wenclawiak, manager, Marketing Operations Support department.

Contributed by Keith Bonnacerrere

APTA Opens Doors

At the American Public Transportation Association's (APTA) 2006 national conference held in New York, (L. to R.) acting President David Hughes, Caltran's (California DOT) Chief Division of Rail Bill Bronte, Amtrak Board Chairman David Laney and Vice President of Planning and Analysis Paul Nissenbaum gather for a photo at Amtrak's rail products and services showcase booth.



The June conference provided the company with an opportunity to present itself to state representatives and commuter partners as the industry leader in providing passenger rail and contractual services.

New York Division Group Recognized for Safety Accomplishment

The New York Division Electric Traction Substation Gang at New York Penn Station has worked over 1,000 days without an FRA-reportable injury. The gang inspects and maintains substations 43 and 44, the transmission line and signal line power through East and North River tunnels as well as installs new equipment and protects contractors on the job. The accomplishment was officially recognized in March when the team reached the 1,000 day mark.

These employees have demonstrated their dedication to working

with a focus on both safety and quality workmanship. Their consistent safety awareness and attention to the tasks at hand have enabled the team to achieve this goal.



Front row (L. to R.): Stanley Sidlowski, Rommie Hinds, Michael Wood, Timothy Fedroff. Second row: Richard Sullivan, Luciano Martinho, Richard Charles, Arthur Barnes, Michael Sivwiec, Antonio Walker, Jenny Martinez. Back row: Robert Joannou, Ruthven Gray, Dwayne McDowell, Curtis Allen and William Marsh. Not pictured are Joseph Charles and Kimberly Carulli.

Computer System Monitored for Proper Use

The use of Amtrak computer systems, software applications and computer facilities is to be done in a manner that is consistent with the company's standards of business conduct. The use of Amtrak computer facilities or equipment in any manner that may be considered abusive, unethical or inappropriate, including accessing, transmitting, or receiving discriminatory, harassing, sexually oriented, offensive, illegal or improper messages, materials or Web sites is not permitted.

Many of the "jokes" that circulate on the Internet are inappropriate in the workplace and should not be forwarded using company equipment or systems.

Inappropriate use of an Amtrak computer is subject to disciplinary action (including dismissal). Computer systems, including the Internet, e-mail and stored files are not private and are routinely monitored to ensure their proper use. Using Amtrak computers to retrieve inappropriate material from personal e-mail accounts is also a violation of company policy. Additionally, deleted e-mail messages are archived and can be recalled.

Amtrak has a legal responsibility to ensure that its resources are being used for legal purposes and to report evidence of illegal activity to the appropriate authorities. Moreover, the company may refer to law enforcement authorities any

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EMPLOYEE MILESTONES

25-Year Anniversaries

June 2006

DIPPNER, RONALD
Chicago Metro District

MATLACK, DONNA
Wilmington/Bear District

30-Year Anniversaries

June 2006

ADIMARI, VERNA
New York District

ALFANO, MICHAEL
Philadelphia District

BARBA, FRANK
Wilmington/Bear District

BERG, LAWRENCE
Chicago Metro District

BONDS, ROBERT
Washington, DC/HQ

BONNER, BETH ANN
Philadelphia District

BOYLE, ROBERT
Chicago Metro District

BUTLER, PHILIP
Wilmington/Bear District

CALHOUN, JEAN
Philadelphia District

CALINSKY, FRED
Los Angeles District

CARTEN, JOHN
Washington, DC/HQ

CARTER, STEPHEN
Boston District

COLEMAN, DEBORAH
Chicago Metro District

CONNELL, WILLIAM
Wilmington/Bear District

CONNER, JOHN
Wilmington/Bear District

COOPER, MARK
Chicago Metro District

DILLON, D TIMOTHY
Empire/Albany District

DRUMGOOLE, JERRY
Chicago Metro District

FETTERMAN, RICHARD
Wilmington/Bear District

FIELDS II, CLAUDE
Chicago Metro District

FINIZIO, THOMAS
Philadelphia District

FINN, THOMAS
Philadelphia District

FOY, CHARLES
New York District

FREW, JOHN
New York District

FRIAS, HERLAND
Philadelphia District

FROYSLAND, TERRY
Jacksonville District

GOSS JR, JOSEPH
Chicago Metro District

GOSS, JOAN
Los Angeles District

GRAVES, GARY
Philadelphia District

HILL JR, TOMMIE
Chicago Metro District

HOGUE JR, MURREL
New Orleans District

HUGHES, MICHAEL
Chicago Metro District

HURST, GARY
Los Angeles District

JACKSON, ST CLAIR A
New York District

JOHNSON COLDING, PATRICIA
Washington, DC/HQ

JONES, VERNON
Chicago Metro District

KEELEY, DAVID
Philadelphia District

KICK, CHARLES
New York District

KING, ALBERT
Wilmington/Bear District

MADARASSY, RICHARD
Wilmington/Bear District

MALACHOWSKI, LAURIE
Philadelphia District

MASLONA, STEPHEN
New Haven District

MASON, ALBERT
Chicago Metro District

MASON, THOMAS
Philadelphia District

MATULAITIS, SUSAN
Philadelphia District

MAZZOCHIA JR, LOUIS
Boston District

MCCAIG, PHILIP
Chicago Metro District

MCCARTHY, CARLENE
Philadelphia District

MCKAY, TRACY
Chicago Metro District

MCLAUGHLIN, PATRICK
New York District

MCVEIGH, JOHN
Oakland District

MEZIERE, DANIEL
Chicago Metro District

MISTRETTA, LOUIS
New York District

MONTGOMERY, DEBBIE
Philadelphia District

NEAL, LORRANCE
Philadelphia District

NESSI, FRANCIS
Wilmington/Bear District

O'CONNELL, JOSEPH
Boston District

O'CONNOR, THOMAS
New York District

PARKE, RICHARD
Wilmington/Bear District

PARKER JR, DAVID
Wilmington/Bear District

PERKINS, MERRILL
New Haven District

ROACH, CHRISTINE
Washington, DC/HQ

ROSSBACH, KEVIN
Baltimore District

SAULS, ELBERT
New York District

SCHMIDT, SHARON
Philadelphia District

SELLITTO, MICHAEL
New Haven District

SHULTZ JR, ROBERT
Philadelphia District

SMITH JR, WILLIAM
Chicago Metro District

SORIANO, GEORGE
Mid-Atlantic Div/DC Non-HQ

STAFFORD, GARY
New Haven District

STAPLETON, JUDITH
Philadelphia District

TOPEL, ARTHUR
Chicago Metro District

TRIBER, PAUL
Boston District

WAGNER, MARK
Wilmington/Bear District

WALKER MANCINI, GERALDINE
Philadelphia District

WATSON III, EARL
Philadelphia District

WATSON, CURTIS
Chicago Metro District

WILLIAMS, KENNETH
Chicago Metro District

WINERIP, SUSAN
Washington, DC/HQ

YORKEY JR, JAMES
Wilmington/Bear District

Retirees

May 2006

ALBERS, RONALD
Chicago Metro District

ARMSTRONG, LENA
Washington, DC/HQ

AUDLEY JR, JAMES
Philadelphia District

BARNES JR, CARL
New Orleans District

BELLET, SALLY
Philadelphia District

CRUZ, EUSTASIO
Chicago Metro District

ELLIOTT, GARY
New Orleans District

FRANZ, HENRY
New York District

GISSENTANNER, FREDERICK

Miami District

GRECO, ROBERT
Sanford District

HAILEY, WILLIAM
Los Angeles District

HALL, FRANCIS
Chicago Metro District

HOWARTH, JOHN
Philadelphia District

ISON JR, HENRY
Chicago Metro District

JACKSON, ALEXIS
Chicago Metro District

KELLAR, PHILLIP
Beech Grove District

KINGMAN, FRANK
San Jose District

LAWLER, FRANCIS
Philadelphia District

LOTT, UNDRAL
Chicago Metro District

MARCHANT, ROBERT
Twin Cities District

MAROWELLI, MAGDALENA
Chicago Metro District

MASKE, JAMES
Chicago Metro District

MAYO, ELIZABETH
Mid-Atlantic Div/DC Non-HQ

NOGUEIRA, JOSE
New York District

O'SULLIVAN, THOMAS
New York District

PAYNE, EUGENE
Baltimore District

PETROVIC, CAROL
Chicago Metro District

PHILLIPS, WILLIE
Jacksonville District

RAMANUSKAS, PAUL
Philadelphia District

SCHWAB, DOUGLAS
Seattle District

SEDAT, PETER
Chicago Metro District

SEITZ, COLETTE
Chicago Metro District

STEVENS, STANLEY
Sanford District

THREADGILL, RUTH
Mid-Atlantic Div/DC Non-HQ

THURMAN, JASPER
Philadelphia District

WALKER, JOHNNY
Kansas City District

WHITE, RUDOLPH
Sanford District

WHITLEY, LAWRENCE
Mid-Atlantic Div/DC Non-HQ

WILLIAMS, AUDREY
Mid-Atlantic Div/DC Non-HQ

WYATT, WARREN
Los Angeles District

FRONT LINE FOCUS

Dear Amtrak:

My wife and I recently traveled via Amtrak. This was our first opportunity to travel by train in the U.S. and it was a very favorable event. ... Our trip from Chicago to San Antonio could not have been any better. Not only was the service very enjoyable but the persons who attended to our every need were very professional. Our conductor on our sleeper car was Dan Small. He not only kept us informed but also treated the passengers with the utmost customer service. We appreciated his attitude and him very much.

... Our attendant in the dining car, Chris Worley, attended to all of our needs in a professional manner. He made attending ... dinners seem like an event in itself. I appreciated his attention to detail and to customer service.

Both individuals made a point of knowing the passengers' names and treating everyone as valued customers. ... I will certainly travel on Amtrak whenever the opportunity presents itself due to individuals such as Dan and Chris.

Sincerely,

Jim K.
San Antonio, Texas

Dear Amtrak:

This letter is to inform [you] of the excellent services that Vincent Dorest and Cheryl Rainey provided to our family while traveling in May. ... Both work in the Dining Car on the *City of New Orleans*, trains 58 & 59.

We were greeted with a smile, as we were welcomed into the Dining Car. Both employees were extremely pleasant, courteous and displayed the appropriate personalities that are so important when working with the public.

The riders who chose to dine did not have to wait long to place orders or receive their food. Vincent and Cheryl returned to the tables several times, making sure that everyone was completely satisfied with their meals. After dining, both thanked us for dining with them and riding on Amtrak.

Sincerely,

Mr. & Mrs. Louis J.
Chicago, Ill.

Computer System Monitored for Proper Use

continued from page 7
activity involving computer use for legal investigation.

The Computer Security and Usage Policy (P/I 3.1.0), which also addresses the security of Amtrak's computer systems and safeguarding information loaded, unloaded and transmitted via the

company's systems, is posted on the Intranet, under "Library," "Policies," Amtrak Policy and Instruction Manual (APIM), and then Operations. It is employees' responsibility to be familiar and in compliance with the policy.

Safety Awards

continued from page 3
attitudes of all the Amtrak employees providing these services."

The Coaster commuter rail service is administered by the SDNR, a subsidiary of the NCTD and was operated by Amtrak until July 1.

VITAL STATS

for May 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio* (goal) 3.0		2.0	(goal) 3.0	2.8
Ridership	2,082,724	2,115,474	15,303,805	15,746,434
Total Expenses	\$251,961,000	\$257,077,000	\$2,045,077,000	\$2,026,063,000
Total Operating Revenue	\$165,585,000	\$171,121,000	\$1,248,864,000	\$1,292,958,000
On-time Performance (system goal) 85.0%		70.2%	(system goal) 85.0%	68.8%

* Number of reportable injuries per 200,000 worked hours.



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A Monthly Newspaper
for and by Amtrak Employees

A M T R A K

ink

Volume 11 · Issue 8 · August 2006



Initiatives Yield Improvements in Key Areas

While the company has achieved some operational savings, Amtrak must continue to seek out and implement cost-reduction measures, according to a U.S. Department of Transportation Inspector General report on the progress to date of some Strategic Reform Initiatives.

The U.S. DOT Inspector General was required by law to certify that Amtrak has achieved operational savings by July 1, 2006. Without this certification, Amtrak would be prohibited from using federal funds to subsidize food and beverage and sleeping car service.

First unveiled in the spring of 2005, the series of initiatives is designed to increase the efficiency of the company, optimize assets, reinforce quality customer service, reduce costs and ultimately trim the company's reliance on federal subsidies.

To that end, the company continues to examine every angle of the business to identify areas for improvement — an endeavor that is multi-faceted and that doesn't happen overnight. Just as various proposals are being developed for consideration down the road, others are already taking shape and beginning to show quantitative results. As reported by the DOT Inspector General in its report, the company has achieved \$46.3 million in operational reforms through May. The company expects to meet its strategic reform initiatives goal of \$44.7 million in additional reduced costs and new revenue next fiscal year.

Among the initiatives currently underway are those associated with food and beverage service. The negotiation of the Gate Gourmet contract that became effective Jan. 1, 2006, is expected to

yield \$900,000 in savings this fiscal year. In FY '07, the first full year of the contract, the company is projecting \$1.5 million in savings.

As for the new long-distance train dining service model that was fully implemented across the system in June (excluding the *Empire Builder* and *Auto Train*), preliminary results show that the company will reduce costs by \$6.9 million in the second half of this fiscal year. The company estimates that it will reach \$15 million in cost reduction next fiscal year as a result of the new dining service. Federal law directs Amtrak to reduce the loss associated with food and beverage and first class (sleeping car) service or face the loss of funding.

Following two weeks of intensive training in June, Customer Service managers are being deployed on selected long-distance trains to

optimize the crews' customer service delivery. In addition to the on-the-road duty, the managers are contributing to the development this summer of a new Customer Service Quality Measurement system that will aggregate passenger comments and track customer service metrics. Initial data collected this month from the *Capitol Limited* will begin the service quality measurement process.

Sustaining a reputation for quality customer service also puts the company in a strong position to compete for state and commuter agency contracts, which are important revenue generators. State operating support for passenger rail has grown significantly — from \$8 million in 1989 to \$150 million this year, and experts point to corridor development as the most

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MOW Crews Complete Harrisburg Line's Cork Interlocking

As an integral part of the six-year \$145 million Keystone Corridor Improvement Project, the rehabilitation and electrification work being done at Cork Interlocking in Lancaster, Pa., is near completion, thanks to a force of 70 Maintenance-of-Way employees that is getting the route ready in time for the launch of improved *Keystone* service in October.

In partnership with the Commonwealth of Pennsylvania, the Keystone Corridor Improvement Project will increase the number of frequencies to 14 daily roundtrips between Harrisburg and Philadelphia, as well as provide smoother rides and shorter travel times. The electrification of the railroad will cut the standard trip time between Harrisburg and Philadelphia from 120 minutes to 105 minutes, with several daily express trains making the run in just 90 minutes.

Maintenance-of-way disciplines involved in the project include Track, Electric Traction, Communi-

cations and Signals, and Bridges and Buildings. While the trains that travel the rails today, are operated with diesel engines, at the opening of the new service trains will be all-electric.

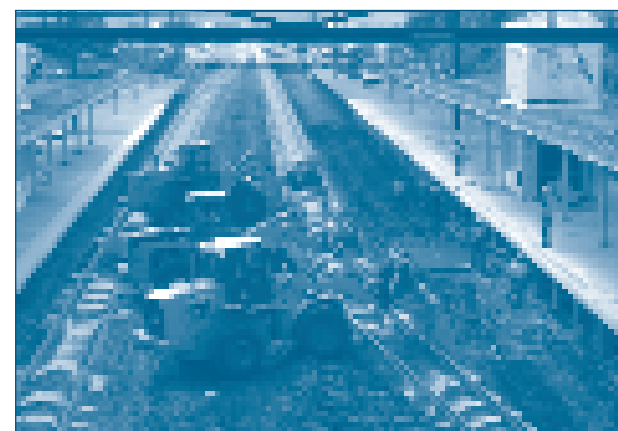
MOW crews participating in the rebirth of the Harrisburg Line at Cork Interlocking are installing turnouts and switches during available work windows over the course of the 11-month project. To reduce the impact to the traveling public, crews are frequently scheduled during planned 55-hour electric outages on the track beginning on Friday nights and running through Monday mornings.

Tom Denio, superintendent, Engineering Production, credited the Engineering and Transportation departments in particular for their work to fully optimize the available work windows. "They have really done an outstanding job of keeping the project on track as we work toward the launch of the new service."

Denio noted that the completion of the interlocking will also have other advantages.

"Cork will streamline the operation between the freight railroad [Norfolk Southern] and Amtrak. It will make the railroad more efficient and reliable to dispatch trains through the area," explained Denio. The interlocking spans four miles and when completed, will consist of three interlockings; Lititz, Cork and Conestoga.

Mid-Atlantic Division Engineer Joe Guzzi noted that while Cork is an important part of phase I of the overall Harrisburg Line rehabilitation, a second phase of the project will begin following the launch of the new service at the beginning of FY 2007. "While the work that is being done in time for the inaugural launch is important, it doesn't



Track department crews operate front-end loaders to shift the number 2 track to the platform at Lancaster station.

mark the completion of the job. Additional projects including extensive track, the bridge and communication and signal work will begin near the start of the next fiscal year," said Guzzi.

Other planned infrastructure improvements to occur during the first quarter of 2007 include wood and concrete tie installation; surfacing of track; substation improvements (for electrical reliability); signal, bridge and building improvements.

T R A I N O F T H O U G H T

As I write this, record-high temperatures beat down on many areas of the country. The extreme heat and poor air quality can do a number on the human body, so I caution everyone working outside to stay properly hydrated and listen to your internal warning systems. Don't push yourself to the extent that you put yourself, your co-workers or passengers at risk.

But as the heat abates (hopefully) and summer winds down, so does our fiscal year. While we still have a bit of time before the start of the new fiscal year on Oct. 1, it looks as though we'll close out the current year on financially sound ground.

Overall, we made our dollars go a long way to finish the capital work we had planned for the year — and we should feel good about this accomplishment. And, at this point, it looks as though we will exceed both our ticket revenue and ridership targets.

As you know by now, the Senate Appropriations Committee last month voted to provide us \$1.4 billion in funding for next fiscal year, which is higher than the \$1.1 billion approved by its House counterpart. The full Senate still must consider the bill and then the two chambers have to iron out their differences, so a few steps remain.

As Congress considers the appropriate level of funding for Amtrak for 2007 it might be useful for us to review what we owe them for their money.

Among the highest priorities is consistent, good customer service. Part of our mission is to have 90 percent of our customers rate our service as "good." Currently, that figure is running in the 70s. Clearly, we need to do better.

I know that our front-line employees sometimes face a number of challenges, some of which they have little control over, like poor on-time performance or unreliable equipment. However, managing around those obstacles is part of the job; it's what separates the pros from the rest. Our pros have the unique qualities that make them true customer service professionals. We all need to be pros when it comes to handling customers...even the ones that are momentarily in bad humor.

Amtrak must support these key employees with the right tools, comprehensive training, coaching, reliable equipment and schedules, and the support needed to get things fixed when they are broken. And we are putting more money and attention into doing just that. But, it doesn't end there — employees in other departments



David J. Hughes

must know that they are there to support our collective goal of providing consistently good customer service.

All roads lead to customer service, no matter what your job is. To those of you who are aboard a train today, thanks for delivering good Amtrak service. For those who are in a shop, on the track or in an office, thanks for supporting Amtrak in providing good service. That is the least we can do to earn our keep.

We've still got a long row to hoe, but we're making progress. I'll keep you up to date on our budget and the outlook for next year — in the meantime, stay focused, properly hydrated and look out for one another.

Expanded Amtrak Capitol Corridor Service Begins this Month

Beginning Aug. 28, Amtrak's *Capitol Corridor* service will offer passengers more travel options



The busy Richmond station contributed to the Capitol Corridor's ridership growth by serving more than 200,000 travelers during FY '05.

with new schedules and added train service — four new roundtrips between Sacramento and Oakland and three between Oakland and San Jose replace Thruway motorcoach service.

"While the schedule changes will be minor, passengers will experience slightly shorter trip times between Oakland and San Jose and see new numbers for some trains," explained Assistant Superintendent Road Operations Brody Heilman.

Funded and managed by the Capitol Corridor Joint Powers Authority and operated and maintained by Amtrak, the service has seen seven consecutive years of ridership growth

through FY '05 and nine straight years of ticket revenue increases. From the start of this fiscal year through June, ticket revenue of almost \$11 million rose nearly 11 percent over last year and 7 percent over budget, while ridership during the same period was slightly higher.

"Through savings realized from our operational efficiencies, we're funding a 33 percent expansion without an increase in state funds," said CCJPA Managing Director Eugene K. Skoropowski. "Along with growth comes a need for an increase in service, and based on the growing popularity of the service, most would agree that this investment has proven to be very worthwhile."

Events will be held in Sacramento and San Jose later this month to celebrate the service expansion.

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Amtrak Ink

Vol. 11, Issue 8, August 2006

Amtrak Ink is a monthly publication of Amtrak, the National Railroad Passenger Corporation.

Amtrak Ink is free-of-charge to Amtrak employees. Please send address changes to your local Human Resources office.

Mailing Permit #056

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Newly Adopted Maintenance Practice To Improve Reliability, Reduce Costs

High Speed Rail Division Begins RCM

The High Speed Rail Division recently began implementing Reliability Centered Maintenance (RCM), a highly effective maintenance practice used by the likes of the U.S. Navy and NASA, among others.

Based on the basic principle that maintenance should both benefit the hardware and be worth doing, RCM seeks to validate current maintenance procedures to preserve and extend equipment reliability. In other words, RCM analyzes maintenance procedures to make sure that the right tasks are being done at the right time on the right equipment and for the right reason.

By determining the most effective approach to maintenance, costs are reduced, reliability goes up and a standardized set of more efficient maintenance procedures becomes part of the daily work routine for the High Speed Rail Division.

This summer, High Speed Rail Mechanical, Operations and Customer Service employees completed five week-long RCM

analysis sessions. Each week-long session, known as a Maintenance Effectiveness Review (MER), comprises one day of training on the In-Service RCM process followed by four days of hands-on RCM analysis. Each MER examines maintenance tasks for a specific set of equipment or systems — the first MER, for example, scrutinized the daily, quarterly and annual scheduled maintenance requirements performed on car bodies, couplers, doors and internal systems.

The In-Service RCM evaluation process considers the function of the system being reviewed, the failure modes affecting that function, as well as the applicability and effectiveness of a certain maintenance requirement. The analysis is facilitated by professional RCM practitioners and includes participation of design engineers, along with Operations and Mechanical employees. Those employees represent a range of crafts including trainmen, locomo-



High Speed Rail Maintenance Effectiveness Review participants come from all three facilities and a range of crafts. Taking a break from the fourth MER in July are: (First Row, L. to R.) Pipefitter Alex McAslan (New York), Electrician Tech Mike Santagata (Boston), Locomotive Engineer Carlyle Smith (Washington), Electrician Stacey Deffenbaugh (Washington), General Foreman Gary Jackson (Washington), Senior Engineer Chris Startemeyer (New York). (Second Row, L. to R.) Locomotive Engineer Randy Halsey (Washington), General Foreman "Jaq" Jaqmohan (New York), Air Brake Engineer Chuck Florian (Wilmington), Machinist David Patterson (Washington). (Back Row, L. to R.): T-Solutions RCM Facilitator Chris Wenz (Washington), Carman Pat Flannery (New York), Supervising Tech Foreman II David Smith (Washington), Senior Director High Speed Engineer Rudy Vazquez (Washington), Carman John Federici (Boston), Machinist Mike Morrissey (Boston), General Foreman Gordon Palmer (Boston), Pipefitter Bill Counts (Boston), Deputy RCM Ken Jacobs (Washington).

tive engineers, rolling stock engineering, and Engineering department employees. On occasion, on-board service employees are consulted as well.

As a result of the five MERs conducted this summer, more than 90 percent of all maintenance tasks analyzed were modified in some way; whether combined for effi-

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June Closes With Better-Than-Expected Results

High gas prices in June drove more travelers to the rails — particularly to short-distance corridor trains — and helped boost ticket revenue of \$130 million and ridership of 2.2 million to 4 percent above budget.

While short-distance and state-supported services posted 10 percent ticket revenue growth over budget, the *Wolverine* service, up 25 percent; *Downeaster*, up 21 percent; *Blue Water* up 27 percent and *Keystones* at 15 percent, were among the corridor leaders.

On the Northeast Corridor, *Regionals'* contribution to the results were better than expected, with ticket revenue of \$35 million (14 percent over budget) and ridership up 4 percent.

Acela Express continues to show improvement, posting steady ridership and ticket

revenue increases in all but one month between January and June. Delivering an 83 percent on-time performance (87 percent on the south end and 78 percent

on the north end) in June, *Acela* service carried 256,000 passengers, beating budget by 7 percent, and generated \$32 million in ticket revenue, dropping 3 percent under budget.

Even though June results were favorable to budget, growth was hampered by nearly a week of flooding on the East Coast that forced the railroad to offer alternate motor coach service on some routes and shut down or

significantly reduce service on others, causing ridership and ticket revenue losses of 18,000 trips and approximately \$1.2 million.

In general, long-distance services fell short of budget during June in both ridership and revenue, primarily due to poor on-time performance — under 10 percent — of *Silver Star*, *Sunset Limited* and *California Zephyr* trains. Systemwide, the average for on-time performance in June was 64 percent, with long-distance trains at 25 percent OTP. Furthermore, an estimated \$300,000 in ticket revenues was lost due to the *Sunset Limited's* continued service elimination east of New Orleans.

Among long-distance trains showing increases over budget in both ridership and revenue were the *Empire Builder* and *Coast Starlight*, up slightly

in each category; and *Auto Train*, which experienced a 4 percent increase in ridership and was just above budget in ticket revenue.

Due to a technological anomaly, June results included

revenue from one day of ticket sales that occurred in May but that was not included in the May results. As such, the \$2.6 million generated on that day in May contributed to the June results.

For the fiscal year through June, ticket revenues of \$1 billion were favorable to budget (2 percent), while ridership during the same period was up 3 percent.

Ridership and Ticket Revenue for June 2006

Month of June	June '05/Actual	June '06/Budget	June '06/Actual
Ridership	2,108,877	2,104,693	2,191,445
Ticket Revenue	\$109,400,728	\$124,690,860	\$129,776,631
Fiscal Year-to-Date	FY '05/Actual	FY '06/Budget	FY '06/Actual
Ridership	17,742,399	17,408,498	17,937,879
Ticket Revenue	\$912,771,909	\$991,366,559	\$1,007,078,587

Automotive Group Drives Down Vehicle Costs

Since centralizing control of its automotive functions, Amtrak's vehicle-related costs have steadily dropped by more than \$8 million over the past six years, according to the Procurement and Materials Management's Automotive group.

"Everything from fleet spending and procurement to vehicle disposal, which previously was handled independently by each department, now comes out of Bear, Del., giving the company better control of the operation and progress on each vehicle from start to finish," explained Senior Director Utilities Management Bob Jones, who worked for several years as Automotive director.

Consolidating operations provides the company with better oversight, resulting in reduced costs associated with vehicle replacement, leases and maintenance. It also enables the Automotive group to achieve considerable savings by

strengthening its relationship with U.S. General Service Administration (GSA), which leases over 200,000 vehicles worldwide and provides Amtrak with over 75 percent of its fleet.

Because GSA leases are available at about half the cost of those on the open market, Amtrak over the past few years has moved away from commercial leases whenever possible and increased the percentage of vehicles acquired through GSA. Systemwide fleet management has placed the company in a better position to negotiate improved lease, fuel and replacement costs with the GSA.

The railroad's fleet of nearly 2,000 vehicles ranges from minivans that support employees' day-to-day transportation needs, to trucks used to install track, maintain switches and repair the catenary system. Of this total, Amtrak leases approximately 1,350 vehicles from

GSA, 30 from other vendors and owns about 600.

Through working closely with employees who operate these vehicles and determining their needs, the Automotive group eliminated variations by assigning a specific vehicle for every job function. By reducing the variety, the company takes advantage of savings associated with purchasing multiple vehicles of the same type.

"We have made a remarkable difference in the bottom line by making a number of significant changes," Automotive Director Donald Lubinsky explained. For

example, by advising employees to switch from premium to regular



At the Philadelphia Truck Repair Shop, Machinist Joseph Eichenger performs a pre-trip inspection. This rotary dump truck, which is not available for lease through GSA, is one of 13 vehicles of this type owned by Amtrak.

gasoline, fuel costs have decreased significantly. In other instances, costs were reduced by switching from four-wheel-drive to two-wheel-drive vehicles and from SUVs to minivans.

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Outside Support Sought for Call-Handling Function

Action Won't Result in Full-Time Job Loss

Amtrak announced last month that it would seek bids from vendors to handle some portion of the calls to its toll-free reservation line. However, the railroad said it would do so only to address call center agent attrition, and that there will be no layoffs of full-time call center agents. Additionally, because Amtrak is discontinuing the part-time labor agreement, it will offer all part-time employees full-time employment in early 2007.

This action is consistent with the company's efforts to reduce costs and become more competitive. By shifting more reservation and ticketing transactions to interactive channels such as Amtrak.com, Quik-Trak machines and voice response technology over the past five years, Amtrak has successfully reduced reservation and ticket distribution costs. Today, nearly half of ticketed reservations are completed via these channels.

Having achieved these savings, Amtrak faces a situation in which 89 percent of call center cost is labor, and this labor cost is among the highest in the industry.

Consequently, the RFP (Request for Proposals) issued by the company seeks bids from vendors to replace agent attrition at its call centers in Riverside, Calif., and Philadelphia. Amtrak asked vendors to submit proposals for call-handling services for a portion of the public gate function, and not special services such as Spanish-language, international sales and emergency calls.

The RFP process will take about six months to complete, with a vendor beginning to handle some calls in early 2007.

This RFP does not affect continuing operation of the call centers in Riverside or Philadelphia. All part-time agents were offered full-time positions to begin in early 2007, consistent with the TCU labor agreement covering call center agents.

"It is important that agents know that their commitment to Amtrak for providing our customers with quality service remains highly valued. But it is imperative that we improve our financial performance, which this initiative will do," said Marketing and Sales Vice President Barbara Richardson.

Maintenance Practice To Improve Reliability, Reduce Costs

continued from page 3

ciency, reduced or increased in frequency, eliminated, or technically improved.

The end result was a vastly superior set of maintenance procedures for High Speed Rail. For example, one task reviewed at a MER was the quarterly inspection of the *Acela* inter-car drawbar (similar to the coupler that connects two cars on conventional equipment).

The MER analysis revealed that out of 500 inspections conducted over the course of five years, there was never a single defect found during this inspection. On the other hand, what was occurring while performing this inspection was damage to the bellows and the bridge plates that cover the drawbar. Consequently, inspection of the drawbar will now take place on a semi-annual basis.

"Once we determine that a task benefits the hardware, the next step is to question whether the task is effective — is worth doing and how often, based on safety, regulatory, operational and economic factors," said Ken Jacobs, deputy for Reliability Centered Maintenance.

Additional RCM familiarization is planned for the week of August 21 at Sunnyside Yard, South Hampton and Ivy City for all shop employees.

RCM better matches resources with operational needs, to improve reliability and reduce maintenance costs. "Our operational needs are always subject to change, so this is a continuous improvement project. It doesn't end here — we'll be looking at all this again in three years," noted Chief Mechanical Officer Vince Nesci.

Amtrak owns 20 *Acela* trainsets, 14 of which are currently in service. With the start of the new schedule in the fall, 15 trainsets will operate on the Northeast Corridor thanks, in part, to the implementation of RCM.

APD Accomplishments Honored at Ceremonies

In a series of recent ceremonies, APD recognized the exemplary performance of a number of its staff and associates with an event to honor its 2005 Officer of the Year, another to mark the promotion of 18 officers and a third to celebrate the accomplishments of members of the Philadelphia Law Enforcement Explorer Post while kicking-off the Washington Explorer Post.

APD Officer of the Year

For his role in leading over 50 criminal investigations including larceny, acts of vandalism, credit card fraud, employee threats and robbery, Amtrak Police Department Sgt. Kenneth Metz was recognized by APD Chief Sonya Proctor and Vice President Security Al Broadbent as Amtrak's 2005 Officer of the Year at a July 20 ceremony in Iselin, N.J. Letters of commendation from local politicians were presented to Sgt. Metz at the ceremony.

Based in New York Penn Station, Sgt. Metz was involved in making over 15 arrests, seven of which were directly connected to his investigations in 2005.

Highlights of his crime-fighting activity in 2005 include the arrest of an individual who threatened an employee in messages left on voicemail. In another instance, Sgt. Metz quickly responded to a robbery in progress in New York

Penn Station that led to the identification and capture of a suspect who pleaded guilty to felony charges and was sentenced to prison. Metz was also involved in an investigation that resulted in a street gang member being charged with misdemeanor reckless endangerment, criminal mischief and disorderly conduct in New York Penn Station.

In addition to being active on the beat, Metz is also a founding member of the Amtrak Police Pipe and Drum Corps, for which he is the senior piper. The Amtrak Police Pipe and Drum Corps performs at functions such as the National Law Enforcement Officers Memorial held in May in Washington, as well as functions and ceremonies for the Amtrak community, and funerals or memorials for fellow law enforcement officers around the country.

Metz began his law enforcement career with the Amtrak Police Department in October 1990 and has served in the capacity of police officer, criminal sergeant, and investigator, receiving his criminal investigator training in 1998 through the FBI in Valhalla, N.Y. He has also served as a field training officer and has trained dozens of recruits. Metz was awarded "Officer of the Month" eight times, the "Lifesaving Award," and "Distinguished Unit Citation" in 2003, and an "Excep-

tional Achievement Award" in 2004.

APD Promotional Ceremony

In another ceremony, 18 APD members from locations throughout the system were recognized for their recent promotions to the ranks of sergeant, captain and inspector. To attain these promotions, the candidates must successfully complete a battery of tests and exercises. The June 2 event, which included acting President David Hughes and Senior Vice President of Operations Bill Crosbie, was held in Washington and included a performance by the Pipe and Drum Corps.

Law Enforcement Explorers Recognized

A Washington chapter has been added to APD's Law Enforcement Explorers program, which helps teens explore careers in law enforcement while developing their leadership abilities through community outreach and volunteer efforts. The eight-member Washington/Baltimore Explorer Post 5050 falls under the guidance of Baltimore Officer Art Lawson and Washington Officer Dorothy Franklin. Chief Sonya T. Proctor recognized the new group at a June 29 ceremony held in Washington that also paid tribute to the accomplishments of the 25-member Philadelphia Explorer Post 0651.

Law Enforcement Explorers is a work-site based program for young people ages 14-20 who have an interest in careers in law enforcement. Law Enforcement Explorer posts provide instruction on search and arrest procedures, crime scene and accident investigation, vice and narcotics.

Baggage Screening Pilot Conducted in Philadelphia

At Amtrak Police Department's request, the Transportation Security Administration conducted a baggage screening project at Philadelphia's 30th Street Station for three days in July that targeted carry-on baggage for randomly selected trains. Local Philadelphia police provided support, as needed.

The multi-agency effort was designed to determine the ability to quickly send TSA security teams to a rail environment to screen for explosives. Building on inter-agency relationships, the pilot also helped establish command, control and coordination aspects of passenger screening operations.

Initiatives Yield Improvements

continued from page 1

promising segment of the passenger rail industry.

In another effort to reduce costs, the company announced last month that it would seek bids from vendors to address employee attrition at its call centers in Riverside, Calif., and Philadelphia, starting in early 2007. While the company's shift to interactive sales channels like Amtrak.com has led to overall cost reductions, call center labor expenses are still high, making up 89 percent of call center costs.

Vice President of Marketing and Sales Barbara Richardson told employees in July that no current full-time call center agents would lose their jobs and all part-time agents would be offered full-time positions as a result of this action (see story on page 4).

On the sales front, strategies are being developed for deploying modern e-ticketing capabilities within the next couple of years. Because of the nature of the current reservations system, significant technological improvements are required to make this a reality. One of the near-term benefits of this effort is the station automated refund and exchange project, which enables ticket agents to process refund and exchange transactions for most tickets automatically and in real-time, thereby decreasing the number of requests that are sent to the Refund department for manual processing.

Initiatives in the Mechanical department include the Superliner equipment modification tied to the long-distance dining service model. A small group of management and on-board service employees were consulted recently for input on

work flow and other issues that affect the design of the dining cars. At press time, a Mechanical Engineering team was in the process of finalizing design specification, and plans for the first prototype were about 90 percent complete. The car is expected to be completed in the first quarter of FY '07.

The High Speed Rail Division has begun implementing Reliability Centered Maintenance (RCM), a maintenance practice that involves the examination of current maintenance procedures to preserve and extend equipment reliability, availability and safety. By determining the most effective approach to maintenance, costs are reduced. The result is a standardized set of more efficient maintenance procedures (see story on page 3).

RCM is just one of the measures aimed at improving the reliability

and availability of the fleet. The development of a fleet utilization plan that looks beyond the typical yearly forecast for equipment needs, to an orchestrated five-year plan, is currently in its early stages. Among the benefits of looking at equipment requirements with a long-term lens is improved reliability and availability of locomotives and equipment. In addition, there are the obvious cost savings from not rebuilding equipment that is not slated to be in service a couple years in the future.

The company provides the board of directors, the U.S. Department of Transportation, members of Congress and staff with regular updates on the status of these and other initiatives.

P R O M O T I O N S I N M O T I O N

Marketing Efforts to Attract International, Domestic Audiences

The Marketing department is currently engaged in activities to attract distinct travel audiences both domestically and in several foreign countries.

With a growing number of leisure and business travelers booking online, a marketing campaign was launched recently to promote the USA Rail Pass®, which became available for purchase online on July 17 by the international market. The advertising campaign is geared to attract two primary audiences that typically visit the U.S. from the U.K., Mexico, Australia and New Zealand — students ages 18-24 and retired seniors over 60.

Banner ads promoting the passes appear through the end of September on popular Web sites, including Travelocity, Trip Advisor and Yahoo. Additionally, the ads tout the Spanish-language Amtrak.com site to travelers from Mexico.

Online travel agency consolidation, new search engine start-ups

and growing travel rates in Europe and Asia make this an optimal time to pursue an international campaign aimed at attracting the online travel market.

“It’s an interactive way to educate travelers planning to come to the U.S. and encourage them to travel on Amtrak,” said Alan Orchison, senior director, Industry Alliances.

The Amtrak USA Rail Pass is available for travel within three geographic regions — Western, Northeast, or Eastern — as well as the entire United States.

Depending on the region, the passes are good for a 5-day, 15-day or 30-day period.

Focusing on audiences at home, Amtrak is participating in a number of community events this summer and fall to reach out to the increasingly important Hispanic and African-American travel market. According to the latest Travel Industry Association Minority Traveler Report (2003), leisure travel increased by 20 percent and 4 percent, respectively,

among Hispanics and African-Americans, while it grew by only 2 percent for all audiences during the period between 2000 and 2002.

With this in mind, Amtrak is participating in several community events this summer to build brand identity and attract new passengers from these diverse markets. The sports, literary and cultural events will take place in three cities — Chicago, Los Angeles and Washington — through mid-November, and will provide an opportunity to spotlight the importance the company places on diversity, as well as make Amtrak’s routes known to a targeted market.

“This is a great opportunity to connect with the diverse communities that support us,” said Darlene Abubakar, director, Advertising and Sales Promotion. “Our participation in these events allows us to get the Amtrak message directly to them.”

AAA Kids Ride Free

Community and family celebrations are the hallmark of the season. As the summer draws to a close, a great way for travelers to relax and enjoy as well as save money is a special family-friendly deal for AAA members available now through Sept. 30.

The promotion permits AAA members to have two children (ages 2 – 15) travel for free with each fare paying adult for most long distance trains. The promotion is valid for travel from Aug. 21 through Dec. 14.

New York Terminal Operations Over One Year Injury-Free



Engineer Jed Curtis, Conductor Brian Krilloff and Assistant Conductor Jerry Popp (clockwise from top), members of Sunnyside Yard Crew 53A, secure a switch engine.

New York Division’s Terminal Operations covering New York’s Penn Station and Sunnyside Yard have worked since June 2005 without an FRA-reportable injury.

“This is a remarkable accomplishment by a group of employees that includes yardmasters, engineers, conductors and assistant conductors who are responsible for the daily movement of Amtrak and NJ TRANSIT train equipment between Sunnyside Yard and New York Penn Station,” said New York Division General Superintendent Lenore Slimbock.

Their work, performed at Amtrak’s busiest facility, includes climbing on the equipment, pulling high-voltage electrical cables, coupling hoses, adjusting knuckles, applying and removing chocks, and throwing hand switches. The employees perform their work surrounded by other moving equipment, third rail and high-voltage catenary wires.

How did they do it? Assistant Superintendent of Terminal Operations Tom Connolly and his team have raised safety awareness by educating employees on how to safely perform yard operations, including training on FRA’s five Switching Operations Fatality Analysis (SOFA) Lifesavers, three-point protection, radio rules and shoving procedures.

Additionally, the division hands out safety alerts that are discussed at daily job briefings, and they also conduct internal audits to assure adherence to policies and procedures. Employees who have had multiple injuries in their careers were brought in for formal safety reviews during which each incident was carefully examined to see how it could have been avoided.

Group Drives Down Vehicle Costs

continued from page 4

Better financial controls that help keep maintenance costs down are also in place. “Just two years ago, it was up to the drivers of the vehicles to make decisions about repairs. Consequently, it was difficult to retain good maintenance records for each vehicle,” explained Lubinsky. “Now, if a truck needs a new engine, we have the capability to check the vehicle’s maintenance history and if we find the truck is scheduled for

replacement in a couple months, we won’t invest thousands of dollars for repairs.” Furthermore, this improvement gives field employees more time to focus on their jobs without the added responsibility of managing vehicle maintenance issues.

The Automotive team’s success has not gone unnoticed by the federal government, among others. Jones was asked to speak at the U.S. General Services Administration’s

annual convention last month to share how Amtrak attained its savings through its partnership with the agency. The cost-saving practices have also caught the attention of the U.S. Marine Corps, which recently approached Amtrak about using this program to make improvements in its fleet management. And, the vehicle program was profiled in *Fleet Owner* magazine last fall.

“These results could only be

achieved by setting lofty goals that could not have been attained without changing the way we do business. And, without the cooperation and feedback from departments across the system, this could not have been accomplished,” explained Senior Director Procurement Larry Beddis. “The Automotive team understands that vehicles are tools to help employees do their jobs efficiently, and as a support organization, we try our best to put the right truck in the hands of the person fixing the track.”

EMPLOYEE MILESTONES

25-Year Anniversaries

July 2006

WU, BARBARA
Seattle District

THOMAS, MARK
New Orleans District

30-Year Anniversaries

July 2006

ANTONELLI, MICHAEL
Wilmington/Bear District

ASBURY, EARL
Philadelphia District

AUVE JR, WILLIAM
Philadelphia District

BAIR JR, ALBERT
Baltimore District

BLAYLOCK, MARK
Mid-Atlantic Div/DC Non-HQ

BONANNO, JOSEPH
Philadelphia District

BRADY, JOHN
Wilmington/Bear District

BROOKS, TYLER
Philadelphia District

BROWN, ROBERT
Philadelphia District

CABA, MICHAEL
Philadelphia District

CALDWELL, MICHAEL
Philadelphia District

CARBONARO, MICHAEL
New York District

CARTER, JOHN
Baltimore District

CARTER, KEVIN
Baltimore District

CASSISTRE, RICHARD
Wilmington/Bear District

CENTENO, EFRAIN
New York District

CHIMICS, MICHAEL
Philadelphia District

CLARK, JAMES
New York District

CLARK, STEVEN
New York District

CONNORS, KEVIN
New York District

CONWAY, JOHN
Philadelphia District

COOPER, JOHN
Philadelphia District

COSENTINO, GERARD
New York District

COX, CHARLES
New Orleans District

CRAIG, JESSIE
Chicago Metro District

CRANDLEY, JOSEPH
Philadelphia District

CUNEO, EDMUND
Boston District

DACRUZ FRANCISCO
New York District

DELGIUDICE, BERNARD
Baltimore District

DESROCHES, THOMAS
New Haven District

DETWILER, RONALD
Philadelphia District

DIBENEDETTO, JOSEPH
Boston District

DUNLEAVY JR, MARTIN
New York District

DUNN, MICHAEL
New York District

EDWARDS, RONALD
Wilmington/Bear District

EDWARDS, SYDNEY
Miami District

EHLERS, JOHN
Philadelphia District

FEELEY SR, ALBERT
Mid-Atlantic Div/DC Non-HQ

FOLEY, THOMAS
New York District

FUNARO, GEORGE
New Haven District

GARRITY, THOMAS
Philadelphia District

GARY, HERMAN
Chicago Metro District

GASKINS, DURANT
Mid-Atlantic Div/DC Non-HQ

GIBSON, MARK
Wilmington/Bear District

GLENN JR, RALPH
New York District

GLEYSTEN, LELAND
Seattle District

GRAHAM, FRANK
Salt Lake City District

GUNKLE JR, WILLIAM
Philadelphia District

HAMBY, STEVE
Philadelphia District

HARRIS JR, SAMUEL
Philadelphia District

HARTFIELD, SCOTT
Philadelphia District

HARTLEY JR, GEORGE
Philadelphia District

HEARNE RALPH
Philadelphia District

HODGES, STANLEY
Philadelphia District

HOLMAN, CHARLES
New York District

HOLTER, JEROME
Baltimore District

HUFFMAN, GREGORY
Philadelphia District

KAHL, RANDY
Philadelphia District

KALANDRANIS, GEORGE
New York District

KAUFFMAN, LESTER
Philadelphia District

KELLY, THOMAS
Philadelphia District

KENDZIORA, DONALD
Empire/Albany District

KING, JOHN
Boston District

KIRK, ROGER
Chicago Metro District

KOEHLER, KEVIN
Empire/Albany District

KOSOWESKY, RONALD
Chicago Metro District

LANCIANESE, MICHAEL
Wilmington/Bear District

LAUDICANO, PAUL
New York District

LOCKARD III, LLOYD
Philadelphia District

LONGENDERFER, STEPHEN
Philadelphia District

MAGEE JR, CHARLES
Philadelphia District

MASLANKA JR, WILLIAM
Philadelphia District

MATHEWS JR, ROBERT
New Haven District

MCARDLE, PATRICK
Philadelphia District

MCCANN JR, JOHN
Philadelphia District

MCCULLOUGH, JOSEPH
Wilmington/Bear District

MCDOUGALD, JAMES
Philadelphia District

MCGROARTY, ROBERT
Philadelphia District

MEGOWEN JR, ROBERT
Philadelphia District

MERRILL, ROCK
Mid-Atlantic Div/DC Non-HQ

MEYERS, NANCY
New Haven District

MICICHE, WILLIAM
Baltimore District

MOORE, KENNETH
Philadelphia District

MOSCHITTI, LOUIS
New York District

NATERAS, JOSE
Chicago Metro District

NUTTER, MICHAEL
New York District

PAGE, BRUCE
New York District

PANCAVAGE, GARY
Philadelphia District

PARKER, EDWARD
Philadelphia District

PASCARELLI, RALPH
Boston District

PEARSON, WAYNE
New York District

PERLMAN, GERALD
New Haven District

PEWDO, EDWARD
Philadelphia District

PHILLIPS, FRANCIS
New York District

PORTER, WILLIAM
New York District

RANNELS, KENNETH
Wilmington/Bear District

REDDICE, THEODORE
New York District

REES, THOMAS
Wilmington/Bear District

RHOADES, GEORGE
Philadelphia District

RICHARDS, PETER
New York District

RICHERT, ERIC
New York District

ROBERTS, J STEVEN
Philadelphia District

ROBINSON SR, ARTHUR
Wilmington/Bear District

ROSAS, FEDERICO
New York District

RUDOLPH III, FREDERICK
New York District

RUSSELL, RICHARD
Philadelphia District

SAMHAMMER, CURTIS
New York District

SAUSELEIN JR, GEORGE
Philadelphia District

SAWYER, GEORGE
New York District

SCACCIA, JOSEPH
Chicago Metro District

SCHLEGEL, RODNEY
Philadelphia District

SERVANSKY JR, PAUL
Philadelphia District

SHAFFER, JERRY
New York District

SHAFFER, JERRY
New York District

SHEERAN, RICHARD
Philadelphia District

SHERLOCK, DOUGLAS
Philadelphia District

SIMPSON, JOHN
New York District

SIMS, NORMAN
New York District

SKLODOWSKI, MICHAEL
Wilmington/Bear District

SMART, LEONA
Philadelphia District

SMITH, RICKEY
Baltimore District

STERBACK, DONALD
Philadelphia District

STRUBING, BRUCE
Philadelphia District

SVOBODNY, CYRIL (CY)
Twin Cities District

SWEENEY, MICHAEL
Philadelphia District

THURBER, WILLIAM
New Haven District

TRIPP JR, ROBERT
New York District

TURNER, JONATHAN
Philadelphia District

WASHINGTON, BERNARD
Philadelphia District

WATERMAN, PAUL
New Haven District

WATERS, HENRY
Wilmington/Bear District

WECH, DAVID
Philadelphia District

WEEKS, DARYL
Philadelphia District

WHELAN, STEPHEN
New Haven District

WOLF, WAYNE
Philadelphia District

WURPEL, MARK
Philadelphia District

YANNUCCI, PATRICK
New York District

Retirees

June 2006

ALI, MUSTAK
Mid-Atlantic Div/DC Non-HQ

BARNES JR, PHILIP
Washington, DC/HQ

BLACK, MARY
Chicago Metro District

BRYAN, ROBERT
Baltimore District

CARDWELL, RITA
New Haven District

CARLIN, PATRICK
Wilmington/Bear District

CASSENS, JOHN
New Haven District

CLAAR, FRANCIS
Wilmington/Bear District

CROSS JR, RUSSELL
Philadelphia District

Congratulations to All of You!

DEMBY, ALFONZO
San Jose District

DOTSON, RONALD
Beech Grove District

EDMINSON, JOHN
Detroit District

FISCHER, RAYMOND
New Haven District

FITZGERALD, MILLICENT
Chicago Metro District

FLEENER, JAMES
Beech Grove District

GAMMILL JR, HOWARD
New York District

GETZ, JOHN
Boston District

GOULD, DAVID
Empire/Albany District

GRANT SR, DONALD
Wilmington/Bear District

GULDNER, LEONARD
Philadelphia District

HAIRSTON, BIRDIE
Mid-Atlantic Div/DC Non-HQ

HEININGER, DAWN
Philadelphia District

HOLDER, CHARLES
New York District

HOPE, JAMES
Miami District

JOHNSON, JOHN
Salt Lake City District

KOEHLER, ROBERT
New York District

KRETT SR, RAYMOND
Wilmington/Bear District

KROUZEK, PAVEL
Miami District

LANGVIN, PAUL
Boston District

LENOX, JAMES
Philadelphia District

MADDISH, RONALD
Philadelphia District

MAES, GERALDENE
Chicago Metro District

MAHMOUD, ABDUL
Chicago Metro District

MARCHIONNI, FRANK
New Haven District

MARFATIA, BHUPENDRA
Mid-Atlantic Div/DC Non-HQ

MCFARLANE, WINSTON
New York District

MOORE, DONALD
Philadelphia District

MOORE, GLORIA
Sanford District

MOYER, ROBERT
Boston District

NEWMAN, JAMES
Detroit District

OLECHOWSKI, THOMAS
Philadelphia District

OSLIN, GEORGE
Seattle District

PARKER, GARY
Empire/Albany District

POLICASTRO, JAMES
New York District

POZNANSKI, WILLIAM
Chicago Metro District

PRATER, LEONARD
Beech Grove District

REALE, DENNIS
Philadelphia District

REINHARDT, HORACE
Baltimore District

ROACH, CHRISTINE
Washington, DC/HQ

RUSSO, JOSEPH
New York District

SCHOEN, EDWARD
Beech Grove District

SCHOOLEY, DAVID
Mid-Atlantic Div/DC Non-HQ

SCOMA, RONALD
New York District

SHARAR, JOHN
Philadelphia District

SHUMATE, JAMES
Wilmington/Bear District

SKILES, WILLIAM
Mid-Atlantic Div/DC Non-HQ

SMILEY, ALPHONSO
Sanford District

SOMERVILLE, RALPH
New Haven District

STARTT, WILLIAM
Wilmington/Bear District

STUMM, LESLIE
Seattle District

SWARTZ, ALAN
Beech Grove District

THOMPSON, DENNIS
Portland District

THOMPSON, JAMES
Washington, DC/HQ

TUTTLE, PATRICK
Boston District

TYLER, JIMMIE
New York District

WENZ, LARRY
Washington, DC/HQ

WHITE, ROBERT
Boston District

WYSONG, ANNE
Philadelphia District

FRONT LINE FOCUS

Dear Amtrak:

Last fall my husband and I had the pleasure to ride the Amtrak Train #6 in the handicapped accessible in car 632. We boarded in Emeryville, CA...and got off the train in Osceola IA...

Our introduction to Carl Cisek, the attendant for that sleeping car, was as he helped me up the steps into the car, handed up my walker and assisted my husband with getting our luggage on board.

Throughout the trip Carl was caring, thoughtful and went out of his way to help make our journey pleasant and relaxing. He volunteered to bring me meals when he sensed that I was not feeling up to struggling up the stairs...to the dining car.

...You have a very good employee whose efforts are a genuine credit to Amtrak.

Sincerely,
Dobbie R.
Sunnyvale, Calif.

Dear Amtrak:

I just wanted to say how pleased I am with the excellent service provided by Amtrak employee Derek Marsala at the Washington, DC Union Station... My husband and I are senior citizens and needed assistance getting through the station. We had made arrangements for red cap service prior to our arrival from New York on Friday and had no problems and assumed this would be the case on our return trip. However, we could not locate a tram and when we asked several employees, they said none were available. As we walked through the station, we stopped Derek and he offered to help us. He located a tram and drove us to the train platform. He went aboard to get us settled in our seats and even put away our luggage. Without his help, I do not think we would have made our train...

Derek was wonderful and went out of his way for us ; his kindness was much appreciated.

Sincerely,
Ms. Annette A.
Yonkers, N.Y.

VITAL STATS

for June 2006

	Month		Fiscal Year-to-Date	
	Budget	Actual	Budget	Actual
Safety				
Reportable Injury Ratio*	(goal) 3.0	2.3	(goal) 3.0	3.1
Ridership	2,104,693	2,191,445	17,408,498	17,937,879
Total Expenses	\$248,094,000	\$259,151,000	\$2,293,171,000	\$2,285,215,000
Total Operating Revenue	\$171,917,000	\$179,999,000	\$1,420,781,000	\$1,472,957,000
On-time Performance	(system goal) 85.0%	64.4%	(system goal) 85.0%	68.3%

* Number of reportable injuries per 200,000 worked hours.



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A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K

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Volume 11 · Issue 10 · October 2006



Year-End Ridership, Ticket Revenue Exceed Expectations

Revenue Hits All-Time Record

Ticket revenue and ridership both finished the fiscal year ahead of last year and budget. The very positive results were largely due to the growing popularity of corridor trains all across the country, as well as the increased number of travelers who chose the train to avoid this past summer's high gas prices.

The year closed with ticket revenue of \$1.37 billion, 11 percent higher than last year and 2 percent better than the budget, marking the highest ticket revenue in Amtrak history and the first time the company exceeded the prior year's revenue by over \$100 million. Ticket revenue was \$132 million higher than the previous year and \$28 million favorable to the budget.

"Besides the strong growth in corridor ridership, the full implementation of revenue

management in the Northeast was also a major contributor to the results. Marketing's aggressive revenue management approach took advantage of the added demand and yielded big returns for Amtrak," said Barbara Richardson, vice president of Marketing and Sales.

Amtrak trains carried 24.3 million passengers, surpassing budget projections by 3 percent. Short corridor and state-supported trains saw an overall ridership increase of 6 percent and long-distance trains a ridership decrease of 2 percent, against budget.

Northeast Corridor services also made gains over budget, most of which were attributed to solid *Regional* performance, for which ridership grew 3 percent and ticket revenue rose 9 percent.

Acela Express performance was mixed; while the premium service carried 2 percent more passengers than projected, it also saw a 6 percent drop in ticket revenue. Higher fares and competition from low-cost carriers affected *Acela's* financial performance. *Acela Express* on-time performance ended the year at 84.6 percent, a 20-point improvement over last year.

Overall, long-distance trains carried 2 percent fewer passengers and generated 1 percent less in ticket revenue than expected.

Long-distance trains that performed well last fiscal year include the *Empire Builder* (up 4 percent in ridership and 6 percent in ticket revenue) and *Lake Shore Limited* (up 9 percent in ridership and 3 percent in revenue).

continued on page 7

Fall Timetable Features System-Wide Schedule Improvements

Underscoring the importance of Amtrak's relationships with its state partners and upcoming state-supported service expansions, a *Keystone Service* train graces the cover of the new Fall 2006 - Winter 2007 System Timetable.

On Oct. 30, the effective date of the new timetable, all-electric *Keystone Service* begins, featuring faster travel times and added frequencies. Weekday roundtrips between Philadelphia and Harrisburg increase from 11 to 14, with 10 traveling to and from New York. With trains along this route operating at speeds of up to 110 mph, trip times will be 15 to 30 minutes shorter than the previous standard two-hour trip.

In the Midwest, eight new state-supported trains will begin operating on Oct. 30 in Illinois between Chicago and 28 Downstate cities. Two new roundtrips will be offered on the St. Louis-Chicago corridor, one between Carbondale and Chicago and another between Quincy and Chicago. Along with added frequencies, several routes will display new train numbers, names and schedules (see related story on page 4). To accommodate the expanded Chicago-St. Louis frequencies, *Texas Eagle* Trains 21 and 22 will each operate approximately one hour earlier.

On the West Coast, added *Capitol Corridor* frequencies that began in August will also be published, displaying four new roundtrips between Sacramento and Oakland and three between Oakland and

continued on page 6



Photo: John Bueschel

During a news conference held last month at the Carbondale station, Gov. Rod Blagojevich announced details of the new *Saluki* service, named in honor of Southern Illinois University's canine mascot.

T R A I N O F T H O U G H T

I'll be on the road a lot this month, getting to know the different facets of the business and listening to what you have to say as I meet you in the field. My schedule includes riding the rails across the system; inspecting our Northeast Corridor infrastructure, kicking off the new Illinois service, visiting facilities in Los Angeles, Oakland and Seattle, among other locations on the West Coast. And at the end of the month, I'll be in Harrisburg for the inauguration of the new, all-electric *Keystone Service*.

The fact that we're kicking off the fiscal year with new state-supported service in two states this month is a manifestation of the value states see in developing their rail systems. As I said to members of the House Railroads Subcommittee when I testified last month, the fastest growing segment of our business is rail corridors.

At a time of growing highway and airport congestion, record freight volume and other constraints of our national transportation network, the need for rail infrastructure development is more obvious than ever. With the support of federal and state partners, corridor development is going to be the driving force of our future. To that end, I'm committed to delivering a quality product to our current state partners and others considering transportation alternatives to their clogged highways.

As for our own infrastructure, I recently spent some time taking a look at the state of our Northeast Corridor operation. First, I'm impressed with the complexity that our operation handles every day on the NEC. And progress on the state of good repair has obviously been dramatic in the last four years. This will always be our foundation, along with safety.

The work done on the NEC, combined with the collaboration of the Mechanical and Transportation departments, has led to improved



Alex Kummant

on-time performance and trip-time improvements for *Acela Express* with the start of the new timetable on Oct. 30.

One last note about our employees — I have been impressed with the dedication and hard work that many of the employees I've met so far put toward their jobs. And I'll be meeting more of you at the President's Service and Safety Awards luncheon in Washington, D.C., this month. It's an honor for me to carry on this important tradition and to salute the accomplishments of some of Amtrak's best.

3

Raising the Standard: New Organization Supports *Acela*, Regional Customer Service Improvements

4

Illinois Expands Passenger Rail

5

New Diner/Lounge Debuts Next Month
Safety Plan Adopts Revised Principles

6

Marketing Pursues Small, Mid-Sized Businesses in Northeast

7

Sweepstakes Help Raise Amtrak Visibility, Promote Movies

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Amtrak Ink

Vol. 11, Issue 10, October 2006

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation. Please send address changes to your local Human Resources office.

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Raising the Standard: New Organization Supports *Acela*, *Regional* Customer Service Improvements

Dedicated to improving *Acela Express* and *Regional* service, the new Northeast Corridor Service Operations organization started Oct. 1 with a daunting yet simple goal: enhance customer satisfaction, increase ridership and revenue and build Amtrak's market share of all NEC travelers.

Currently, *Acela Express* and *Regional* trains serve 9.5 million riders and produce \$719 million in revenue annually, about 54 percent of national ticket sales, but Amtrak believes there is a strong opportunity to do even better.

Phased in this month, NEC Service Operations is accountable for customer service quality on *Acela Express* and *Regional* trains, end-to-end across the Washington-New York-Boston corridor. Service on these trains was previously managed geographically by the Mid-Atlantic, New York, and New England Transportation divisions. All *Acela Express* and *Regional* conductors and on-board service staff become part of the new organization and form the front line, in its mission to drive continuing product and service quality improvements on these trains.

Concurrent with the rollout of NEC Service Operations, the New England and New York Transportation divisions are being consolidated to form the new Northeast Division. Both the Northeast Division and the Mid-Atlantic Division will work with NEC Service Operations to support the NEC/*Acela* Service Improvement Program, which is part of the Strategic Reform Initiatives. The divisions will continue to staff and manage stations, crew bases and dispatch operations, as well as long-distance trains and off-corridor services, while the Service Operations group focuses exclusively on *Acela Express* and *Regionals*.

Recent market research conducted for the company identified four critical areas in service improvement that drive customer satisfaction for *Acela* customers: on-time performance, with faster trip times; equipment condition and appearance; new product features such as Internet connectivity; and consistent, customer-centric service delivery by on-train employees.

These goals define the overall Service Improvement Program, and progress in one critical area is already being made: *Acela* OTP exceeded its 90 percent target in September. The fall timetable that becomes effective Oct. 30 will show a five minute trip-time reduction on *Acela* trains between

Washington and New York. These significant achievements have come as the result of a concerted Operations branch effort in coordinating the activities of Mechanical, Engineering and Transportation to improve *Acela* performance.

The program will also include major components aimed at improving equipment reliability, cleanliness and serviceability and at introducing key product amenities, such as enhanced food service, leather seats in *Acela* First class and WiFi capability.

Additional service delivery improvements will focus on increased training, coaching and front-line management support of on-train employees. In all areas, performance measurement processes will be incorporated to drive consistent progress and to link the changes with bottom line results.

"We are realigning the organization to support a comprehensive service quality strategy that will enhance the customer experience on our high-value NEC products and grow this business line," said Vice President of Customer Service Emmett Fremaux. "To deliver truly customer-centric on-board service, we need greater front-line management accountability for service quality, better support for on-board crews, and more effective methods for measuring customer satisfaction."

Creating and rolling out new practices to improve customer service in the short term is one thing, but sustaining consistently good service on a permanent basis is another. As a result, the program will also focus on the long-term efforts needed to build a stronger customer service culture by seeking fundamental improvements in management and employee recruitment, hiring, training and performance evaluation. As these underlying processes are developed and strengthened, the company can better ensure that customer-centric behaviors are reinforced on a continuous, system-wide basis.

The NEC restructuring, which does not change the overall Customer Service department

headcount or budget, is designed for a smooth transition with minimal organizational disruption. Fremaux, along with Transportation department Assistant Vice President Thomas Schmidt, the NEC division general superintendents, and other Customer Service and Mechanical department staff, will provide a series of briefings this month in Washington, New York, and Boston to explain the details of the service improvement program to both management and agreement-covered employees.

New *Acela* Customer Service Option Offers Promise

The first in a number of customer service improvements to Acela Express is now available aboard four trains. At-seat cart service allows passengers to purchase beverages and snacks at their seat from a cart managed by a lead service attendant, rather than making a trip to the café car to make those purchases.

Because of the high volume of passengers and the equipment turns of the selected trains, Acela Trains 2110, 2117, 2122 and 2125 were selected to test the new service, which represents the first in a series of new amenities planned for 2007. Among other offerings in the planning and development stage for next year are leather seats in the First class cars and WiFi access for all passengers.

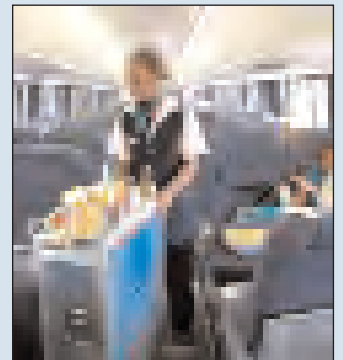


Photo: Michael Hampton

As of this writing, at-seat cart service is averaging \$750 in sales Mondays through Fridays, with both revenue and profit from the service expected to increase each week, as more riders become aware of the service.

"Feedback from passengers who have made purchases from the cart has been positive," said Cindy Kroll, lead service attendant. "They like the fact that it's convenient, since they don't have to buy snacks before getting on the train and don't have to leave

Illinois Expands Passenger Rail

Eight New Trains Added to Schedules

Building on record ridership growth, the Illinois Department of Transportation and Amtrak will offer eight new train departures between Chicago and 28 Downstate cities starting Oct. 30.

This expanded service includes four new departures between St. Louis and Chicago, two between Carbondale and Chicago and another two between Quincy and Chicago.

With the Illinois service routes boasting four consecutive years of ridership and revenue growth, this spring, Gov. Rod R. Blagojevich and the General Assembly increased state funding for passenger rail service in Illinois from \$12.1 million to \$24 million. Only California dedicates more state support to intercity passenger rail service.

"Amtrak is an affordable travel option, and in many communities, it's the only form of public transportation. People want to use Amtrak; that's why we doubled our commitment to ensure we have regular passenger rail service," Blagojevich said at a news conference held last month at the Carbondale station.

As part of this expansion, improved schedules will be offered and several routes

will display new train names and numbers.

All state-funded trains along the Chicago-St. Louis corridor, including the current *State House*, will be known as the *Lincoln* service. As part of the expanded schedule, there will

"Amtrak is an affordable travel option, and in many communities, it's the only form of public transportation. People want to use Amtrak; that's why we doubled our commitment."

Illinois Gov. Rod Blagojevich

be two new morning and evening departures from Chicago and St. Louis. With the added roundtrips, plus the *Texas Eagle* and *Ann Rutledge* on this corridor, five daily roundtrips will be available between Chicago and St. Louis.

Two new morning departures, known as the *Saluki* service, will operate on the Carbondale-Chicago route, while the *Illini* will continue to operate on its current schedule. Including the *City of New Orleans*, three round-trip trains will operate on the Chicago-Carbondale corridor.

The *Carl Sandburg* on the Chicago-Quincy route will offer a morning departure from Chicago and an early evening departure from Quincy, while the *Illinois Zephyr* will continue to operate on its current schedule.

To celebrate the new service, local and state officials, members of the media, employees and other invited guests will travel on special preview trains that will operate to cities along each route where station festivities are planned this month. Preview trains and station celebrations will be held Oct. 17 on the Carbondale-Chicago corridor, Oct. 18 between Chicago and St. Louis and Oct. 19 on the Chicago-Quincy route.

Spring Forward, Fall Back

Daylight Saving time reverts to Standard time on Sunday, Oct. 29.

Columbus Station Serves Travelers for 100 Years

At the Columbus, Wisc. station, Ticket Agent Rod Musel assists passengers claiming their luggage while Train Attendant Andrea Weeks helps passengers off the Empire Builder.

Last month, employees, residents and local officials, participated in a celebration to commemorate the station's 100th anniversary. Located in a small city with a population of approximately 5,000, the Columbus station served close to 15,000 visitors in FY '06 (through August), almost 11 percent more than the same period last year.



Photo: Rick Johnson

New Diner/Lounge Debuts Next Month

Beech Grove Maintenance Facility is slated to release the first of 18 converted Superliner I diner cars next month to support the company's long-distance dining service initiative aimed at cutting Food and Beverage expenses.

Under Beech Grove's FY '07 Diner/Lounge Conversion program, the reconfigured cars will provide integrated dining, lounge and bar service while reducing labor costs, increasing on-board sales and improving customer service by offering continuous service in a casual dining atmosphere. On most routes, the combination diner/lounge car will replace separate diners and lounges, reducing maintenance and fuel expenses.

Designed by the Rolling Stock Engineering's Industrial Design group in cooperation with several departments including Mechanical, Customer Service and Transportation, the diner/lounge car represents a significant change from the current dining car look.

"The interior layout is a combined dining and lounge car that intermixes dining seating with lounge seating," explained Principal Engineer Blair Slaughter. "The galley/bar area on the upper level will be enlarged so that meals, snacks and other refreshments can be prepared." The existing dumbwaiter used to carry meals between the upper and lower levels will be removed and a single elevator large enough to handle a food cart will be installed with an adjacent food prep area and

coffee station. The elevator will make provisioning of the car easier for on-board service crews and provide them with the ability to provide at-seat cart service.



Photo: Mike Milburn

During the initial stage of the overhaul process, Carman Welder Adrian Rouse removes the old flooring from the car.

"Instead of choosing seats with cushions attached to the frames, we have gone with a completely padded look so the seats will resemble those that are often seen in a restaurant or bar," explained Principal Industrial Designer Duncan Copland. The color scheme throughout the car is reflected in its blue seats; teal, blue and maroon lightweight pleated drapes; tan finished tables with blue edges and blue flooring with a dark

gray speckled pattern.

To ensure that the galley would work for on-board service employees, two lead service attendants were invited to evaluate a replica of the galley by simulating their normal duties and providing feedback on the suitability of the working environment. "We employed a number of the LSAs' suggestions; we reconfigured the prep area outside the galley, relocated the cash drawer, ovens, microwaves and paper cup dispenser," added Copland. Utilizing a 3D computer-aided design software program, the Industrial Design group created mechanical designs and ordered the new interior parts.

Charged with the job of converting the concept into reality, Beech Grove employees began work on the first prototype, originally numbered as Dining Car 38014, in August. A standard overhaul was performed on the car, in which mechanics inspected, repaired or replaced the electrical cables, the battery charger, draft gears, couplers, diaphragms and other components. Additionally, several new modules were installed including a 250-gallon water heater, electric door operator and an MGS wheel slide, which is a braking system similar

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Safety Plan Adopts Revised Principles

"Safety is Amtrak's top priority." While it is a message that is constantly repeated, it is one that cannot be overstated as Amtrak continues to ensure a safe transportation system for passengers and a safe working environment for employees.

To strengthen its commitment to safety, the railroad is implementing a comprehensive new program that fosters a culture of safety aimed at preventing injuries and illnesses.

Amtrak's System Safety Program, submitted to and tentatively approved by the Federal Railroad Administration in September, incorporates the Norfolk Southern Railway's (NS) highly regarded employee safety principles.

Since 1989, the NS has been recognized every year for its safety achievement with a gold medal Harriman award. The award is the industry's top safety honor and is presented to a Class I railroad for achieving the lowest casualty rate per 200,000 employee-hours worked, taking into account the amount of work performed, as well as the number of fatalities, injuries and occupational illnesses, as confirmed by the FRA.



The Engineering Bridge Rehab Gang R 901 holds a safety briefing before the day's work of replacing the platform at the Thurgood Marshall BWI Airport Rail Station begins. The employee safety program stresses the importance of holding safety briefings along with individuals' involvement in reaching safety goals. (L. to R.): Ray Singleton, Mark Freyman, Laz Adamopoulos, Dale Glick, Jeff Thompson, Wayne Sutton, Steve Wilson, Cliff Cook, Wayne Mellott, and Dave Landgraaf.

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Marketing Pursues Small, Mid-Sized Businesses in Northeast

Loyalty Program Builds on Success of AGR

Amtrak Marketing has identified an untapped revenue opportunity — a share of the business travel market for small- and medium-sized companies, which spend \$40,000 to \$500,000 annually on business travel.

Starting this month, the Marketing department is pursuing this segment through a new loyalty program designed to entice these business owners and their employees to choose Amtrak for company travel.

Known as Amtrak Guest Rewards for Business, it is an extension of the successful Amtrak Guest Rewards® program that is geared toward individual travelers and offers a discount program to companies that spend

more than \$75,000 per year in Amtrak travel.

“Our goal with this program is to increase our sales and create more loyal Amtrak travelers by offering these businesses real travel value in exchange for their repeated business,” said Senior Director, Loyalty Marketing Michael Blakey.

Amtrak expects AGR for Business members to spend between \$5,000 and \$75,000 annually for travel on *Acela*, *Regional*, *Keystone Service*, *Empire Service* and *Downeaster* services. Additional trains in other corridors may be added to the program at a later date.

Reward points in the AGR for Business program may be redeemed for free Amtrak travel and/or other Amtrak benefits, for example, upgrades or ClubAcela day passes.

The Marketing department’s goal is to enroll 2,600 companies by the end of FY ’07. The program will be promoted through direct mail, e-mail campaigns, by the sales teams and on AmtrakGuestRewards.com/forBusiness, as well as on Amtrak.com. Brochures will also be available in ClubAcela and aboard trains.

Fall Timetable Features System-Wide Schedule Improvements

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San Jose that replaced Thruway motorcoach service.

A fourth Amtrak *Cascades* roundtrip between Seattle and Portland, which launched in July, will also be included. Operated by Amtrak and funded by Washington State Department of Transportation and Oregon Department of Transportation, the Amtrak *Cascades* service has experienced 11 consecutive years of ridership and ticket revenue growth since service began in 1994.

The *Downeaster*, boasting an overall customer satisfaction rating of 91 percent from the start of the fiscal year through July, will offer passengers improved schedule choices.

The new schedule, developed in association with Northern New England Passenger Rail Authority, offers passengers more attractive inbound service on weekday mornings from Portland to Boston, and revised weekend schedules, with earlier returns from Maine to Boston.

All-Acela Service

The timetable offers two enhancements for *Acela Express* service — 15 trainsets, which provide for an all-*Acela* service, and travel time improvements.

Fifteen weekday *Acela* frequencies will run between Washington and New York, eight of which operate to and from Boston. The addition of one more roundtrip in the Boston-New York market will provide travelers with a total of nine frequencies, with eight operating to and from Washington.

And, thanks to Engineering department improvements, the maximum authorized speed at approximately 100 locations between New York and Washington has been raised, reducing the running time between Washington and New York from 2 hours and 50 minutes to 2 hours and 45 minutes.

Other Off-corridor Schedule Highlights

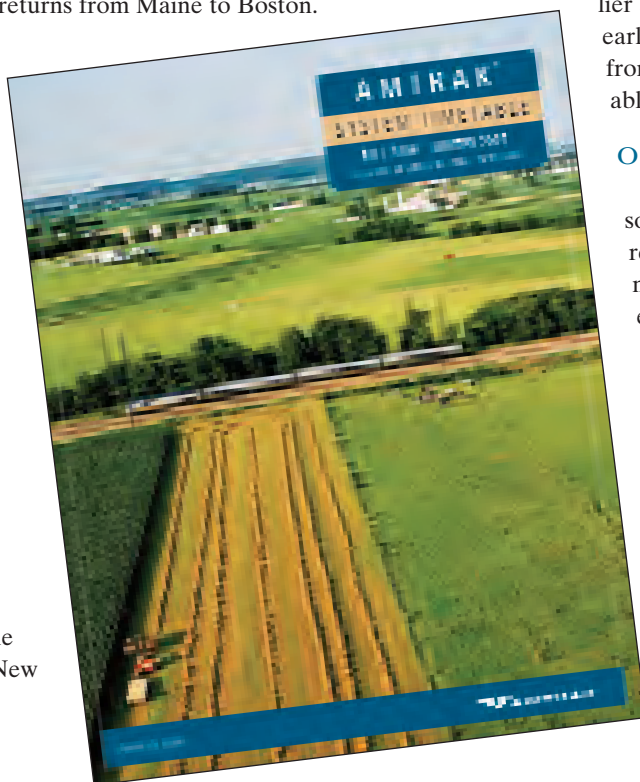
The *Capitol Limited* will depart Chicago 90 minutes later, offering better connecting service with trains from the West. Also, *Pennsylvanian* Train 43 will operate one hour later, allowing New England connections from *Regional* Train 95.

To provide convenient, more reliable service in the Indianapolis-Chicago market, *Cardinal* Trains 50 and 51 and *Hoosier State* Trains 317 and 318 (which operate on alternate days) will depart Chicago two hours earlier at 5:45 p.m., and arrive in Indianapolis at 11:35 p.m., a more attractive arrival time than the current 1:35 a.m.

Westbound Train 51 will depart New York two hours earlier and be combined with a *Regional* train for the New York-to-Washington portion of its run, operating two hours earlier from Washington to Indianapolis. Trains 51 and 317 will depart Indianapolis 20 minutes earlier at 6:30 a.m., and arrive in Chicago 20 minutes earlier, providing a more convenient departure from Indianapolis for day trips and more reliable connections in Chicago.

On-Board Service Change

Due to the success of the digEPlayer™ personal entertainment system, now available for rent at major endpoint stations, on-board movies will be discontinued on all routes except *Auto Train* and Amtrak *Cascades*, beginning Oct. 30. The player, which comes loaded with the latest movies, popular TV shows, music and music videos, provides a much wider variety of viewing options than the current on-board movie selection. And, because each player is equipped with a headset, the digEPlayer entertains only the viewer, while other passengers enjoy the scenery, read a novel or play board games in the lounge car.



Sweepstakes Help Raise Amtrak Visibility, Promote Movies

Amtrak is partnering with two major motion picture companies to raise the visibility of its brand and to promote the release of two animated films.

The first film, "Pokémon: Lucario and the Mystery of the Mew," is being promoted with a sweepstakes that runs through Oct. 13, as part of a partnership between Amtrak, Pokémon USA and VIZ Media.

The sweepstakes will grant one grand prize winner a trip for four to New York to visit Pokémon headquarters. The grand prize winner will also receive four round-trip Amtrak coach (or plane) tickets for a five-day/four-night trip with hotel accommodations in New York. In addition, the winner will receive a \$600 American Express gift card.

In a similar effort, Amtrak, Warner Brothers and Warner Home Video will

be promoting the release of the upcoming holiday movie "Unaccompanied Minors," in theatres Dec. 8. The movie tells the story of a group of children snowed in at an airport on

Christmas Day who create a holiday for themselves.

The sweepstakes to support the release of the picture will run from Nov. 1 through Dec. 31 and will include one grand prize winner, five first prizes and 10 second prizes. The grand prize package includes four round-trip tickets aboard Amtrak good for travel anywhere in the U.S. plus a Warner Home Video DVD library of 15 movie titles. Five first prize winners will each win an *Acela Express* model trainset. Finally, 10 second prize winners will win one Amtrak gift pack, including a duffel bag, cap and Red Cap bear, all featuring the Amtrak logo.

Promotional activities to support the release of these movies will include the distribution of counter cards and seat-backs, as well as a children's activity book and kids' place-mats aboard trains.



A wrapped car promotes the movie "Pokémon: Lucario and the Mystery of the Mew."

Ridership, Ticket Revenue Exceed Expectations

continued from page 1

Among the trains that experienced ridership and revenue losses against budget were the *Silver Star*, *California Zephyr*, *Coast Starlight* and the *Sunset Limited*, each of which travel over freight territory and suffered very poor on-time performance (*Silver Star* 10.5 percent, *California Zephyr*

ship and revenue growth over the budget aboard the popular Boston-Portland *Downeaster* (up 27 and 21 percent, respectively), the Raleigh-Charlotte *Piedmont* (up 20 and 24 percent) and the Chicago-Port Huron *Blue Water* (up 15 and 17 percent).

Only two short-distance services lost both ridership and revenue: the Washington-Newport News

segment of the *Regional* service and the Kansas City-St. Louis services. The Kansas City-St. Louis services — the *Ann Rutledge*, the *Kansas City Mule* and the *St. Louis*

Mule — were adversely affected by Union Pacific Railroad track work that began in April and continued through the end of the fiscal year.

Ridership and Ticket Revenue Fiscal Year 2006

	FY '06	FY '05
Ridership	24,306,965	24,031,170
Ticket Revenue	\$1,371,271,855	\$1,239,196,813

6.9 percent, *Coast Starlight* 3.9 percent, *Sunset Limited* 14.7 percent).

The year-end results reflect robust growth on short-corridor trains, which experienced a 6 percent rise in ridership and 8 percent increase in ticket revenue. With a few exceptions, all of those trains performed well in FY '06, with the highest rider-

Amtrak Ink Goes Electronic

Please visit Amtrak.com to get your copy of Amtrak Ink. While Ink is no longer mailed to employees' homes, copies are made available every month to major employee locations systemwide.

To read news and feature stories, and get information about the company, please visit Amtrak.com/Ink.

Communication Is Key for Safety



Photo: Shannon Gordon

Signal department - Front row (L. to R.): Juvencio Garcia, Eric Carter, Jerome Prince, Karl Kizer, Dave Addyman and Bill Joyce. Second row: Dennis Evariz, Chuck Beauchamp, Greg Bennett, John Ramirez, Ron Oclon, Chris Stark and Craig Butler. Third row: Engineer Ray Weinel, Mike Marley, Hiram Maddox, Mike Stevenson, Project Engineer Troy Mason and John Vaughan. Not shown: Tom Pawelek, Johnny Elrod, John Biskie, Joyce Cole, Ray Pitts, Anthony Williams, Robert Kelly and Ricky Steczko; Radio Shop employees Jesse Lucas, Mike Ryan and Doug Heath.

This story was contributed by Shannon Gordon.

Employees of Chicago's Communication and Signal department have worked nearly 1,100 days injury free and employees in the Communication department's radio shop have worked nearly 5,300 days without injury as of Sept. 19.

The secret to their safety success is good communication. While their daily assignments may change, they hold multiple job briefings each day and their team of veteran railroaders shows new hires how to work safely.

Together, the 22 Signal department employees cover a lot of territory, maintaining nearly 150 switches, more than 200 signals and almost 100 miles of track within a three-mile radius. The radio technicians within the Communication department feel it's important to focus on doing the job right, without cutting corners.

New Safety Plan Adopts Revised Principles

continued from page 5

into account the amount of work performed, as well as the number of fatalities, injuries and occupational illnesses, as confirmed by the FRA.

The safety program now in place incorporates the NS model for employee safety, which the Engineering department had first integrated into its own safety program in FY '05. Since that department's adoption of the NS plan, the number of FRA-reportable injuries dropped 15 percent from FY '05 to FY '06 (October through August).

Known as Section 15 within the Amtrak plan, the Employee Safety Program is based on six fundamentals:

- All injuries are preventable
- All risk can be reduced or eliminated
- Prevention of injuries and accidents is the responsibility of each employee
- Effective training is essential for excellent safety performance
- Safety is a condition of employment
- Safety is an essential element of our business

Safety programs and strategies alone do

not produce desired safety performance; success starts with employee commitment and is reinforced through attitude and motivation. With safety an essential element of the business and an integral part of employees' daily activities, Section 15 is an important component of the plan.

While Section 15 requires that Amtrak provide a reasonably safe work environment, suitable tools and equipment, and proper instruction/supervision, it also states that employees have responsibilities, too. One of the key elements of the section is a personal safety statement drafted by all employees, including supervisors, that conveys the value of actions consistent with safety and operating rules and a genuine concern for the safety and health of co-workers. More than just a statement, it also focuses on responsibility and accountability for employee safety.

Employees are expected to know and comply with safety and operational rules relevant to their duties and adhere to the applicable safety programs, policies and procedures that are available to labor and management employees to help identify and reasonably

address foreseeable hazards and prevent injuries.

Another component of the employee safety program is regular quarterly visits by Operating department supervisors with each employee. The purpose of these visits is to review an individual's safety record, completed safety training and any other issues that may affect the safety of that employee or co-workers.

The employee safety program also addresses the importance of holding safety briefings, setting and communicating safety goals that are clearly identified, realistic, measurable and related to a specific time frame, along with the value of publicizing and updating data on safety performance in relation to goals.

"While Amtrak has always focused on creating a safe working environment for its employees, this program is comprehensive and proactive, helping the company take a giant step forward toward reaching its safety goals," noted Safety Superintendent Chris Williams.

Looking Sharp

Front-line employees should be on the lookout for a uniform catalog that is being sent to all crew bases this month. The booklet is designed to ensure that Train Service, On-Board Service and Station employees have the resources they need to represent the company with a consistent and professional look.

Just in time for the return to the prescribed uniform look starting in November, the 36-page catalog illustrates the proper way to wear the uniform, as well as ordering information.



FRONT LINE FOCUS

Dear Amtrak:

My wife and I were sleeping car passengers aboard the *California Zephyr* ... I want to commend several Amtrak crew members for their outstanding service ... Lydia [Quinones], the lead service attendant in the dining car, ran her operation efficiently and pleasantly.

The food aboard was fantastic — rumors of the new “Diner Lite” service being sub-par were way off. Conductor Dave VanHook, aboard from Winnemucca to Reno, was refreshingly honest about our delays and their cause — attributed solely to Union Pacific's freight congestion ... Amtrak has done everything in their power to allow our train to run on-time, and I applaud their efforts. The freight railroads must be reminded that they have a contract to honor with Amtrak. This was my second long-distance trip on Amtrak, and with the stellar service we've experienced on both, they will certainly be the first of many.

My compliments again to everyone at Amtrak!

Waldorf, MD

New Acela Customer Service Option

continued from page 3

their seats.” Since 82 percent of Acela passengers are on business travel, they are more likely to be too involved with work to walk to the café car.

While providing a greater level of service and improved revenue performance in food and beverage service are the driving forces behind this effort, no service initiative would be complete without training.

The two LSAs working the at-seat cart service attended a two-day training class on safety, customer service, public health, inventory control and selling techniques prior to the start of the new service.

“The most important factors in delivery of the service are safety and customer service. We took great care to ensure that the employees were comfortable with how the cart maneuvers within the car and across the vestibules,” said Denise Fullmer-Labencki, director, OBS Operations. “The training was critical to ensuring that we deliver this new convenience in a customer-focused and safe manner.”

New Diner/Lounge Debuts Next Month

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to the antilock braking system found in automobiles.

The upper level of the galley area was completely stripped; crews removed tables, booths, storage cabinets, elevator components, sink, refrigerators, lighting and ceiling panels. “We also replaced the deteriorated sub-flooring in the upper level galley and plated the service area floor with stainless steel to provide a solid surface to attach the new food service

equipment,” said General Foreman Dennis Watson.

The newly designed parts on order are currently being delivered and installed. “Provided that all the new parts arrive on time and fit as they were intended, the prototype will be completed next month,” explained Beech Grove Assistant Superintendent Roger Rikken. Once completed, the prototype will be put into service for approximately two months to ensure that the modifications meet customer and

employee expectations. The remaining cars will be converted at a projected cost of \$580,000 each, including the scheduled overhaul costs, of which an estimated \$260,000 is for the food service conversion.

“The finished product will be a model for the new generation of dining/lounge cars and another step toward achieving significant cost savings and service improvements aboard long-distance trains,” noted Customer Service Field Operations Director Jim Brzezinski.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

September 2006

FOSTER, WILLIAM

Philadelphia District

HAINS, BRIAN

Empire/Albany District

KING, DAVID

Philadelphia District

WATSON, JOHN

Detroit District

CLAESON RONALD

New Haven District

CLARK MYRNA

Wilmington / Bear District

CLARK THOMAS

Philadelphia District

COATES THOMAS

Chicago Metro District

COLEMAN-STEWART, DENISE

Philadelphia District

COULSON, TERRY

Baltimore District

DALESSANDRO, JOSEPH

New York District

DANELLA III, ANTHONY

New York District

DAVIS, SHANNON

Mid-Atlantic Div/DC Non-HQ

DEVITO, EZIO

New York District

DIETRICH, STEPHEN

Baltimore District

DOYLE, JEFFREY

Philadelphia District

DRZYMALA, PETER

Empire / Albany District

EDWARDS, ROBERT

Chicago Metro District

EPISCOPO, FREDERICK

Wilmington / Bear District

ESCHENBACH, JOHN

Los Angeles District

FLOHR III, JESSE

Philadelphia District

FLORO, NICK

Chicago Metro District

FOULKS, JOHN

New York District

GAWARZEWSKI III, JOSEPH

Wilmington / Bear District

GIRON, ANNABEL

Washington, DC/HQ

GRADY JR, FRANCIS

New Haven District

GRAHAM, ROY

Wilmington / Bear District

GRAINGER JR, RAYMOND

Baltimore District

GREGORY, MICHAEL

Baltimore District

HA, LANG

Mid-Atlantic Div/DC Non-HQ

HALL JR, LUTHER

Chicago Metro District

HAMPE, FREDERICK

New York District

HENDERSON, ALONA

Philadelphia District

HUNGERFORD, ROBERT

Wilmington / Bear District

JOHNSON, GLORIA

Philadelphia District

JONES, MARTIN

Philadelphia District

KAWACIN, NICHOLAS

Chicago Metro District

KEENAN, BARRY

Boston District

KERSHAW III, CHARLES

Baltimore District

KLEIN, ANNE

Wilmington / Bear District

KLEIN, ROBERT

Wilmington / Bear District

LEE, WARREN

Washington, DC,/HQ

LEPRE, JOSEPH

New Haven District

LETTS II, NICHOLAS

Baltimore District

MALAVE, HECTOR

New York District

MARTINEZ, MILAGROSA

Philadelphia District

MCCREADIE JR, EDGAR

New Haven District

MCDERMOTT, THOMAS

Washington, DC/HQ

MCGILL, TERENCE

New Haven District

MCINTYRE, CHERYL

Philadelphia District

MELCHIORRE, JOHN

New York District

MICICHE, WALTER

Baltimore District

MILEWSKI, GARY

Philadelphia District

MONUTEAUX, GLENN

Empire / Albany District

MORRISSEY, PAUL

Boston District

MOTEN, ARTHUR

Baltimore District

MURPHY, STEPHEN

New York District

MURTER, JOSEPH

Wilmington / Bear District

O'CONNELL, JOHN

Philadelphia District

PAUL, JEFFREY

Wilmington / Bear District

PEREZ, DANIEL

Chicago Metro District

PETERS, TARRANT

New York District

PRESCOTT, GARY

New Haven District

ROBINSON, JAMES

Beech Grove District

ROBINSON, MACKEY

Empire / Albany District

ROCHE, CAROLYN

New York District

ROMANO, DONALD

Wilmington / Bear District

RYAN, PATRICK

Philadelphia District

SANTOS ALICIA

Washington, DC,/HQ

SCHWEIZER JR OSCAR

Wilmington / Bear District

SHARPE MICHAEL

Wilmington / Bear District

SKRZYPEK JOSEPH

Chicago Metro District

SROKA JR EDWARD

Baltimore District

STONE RICHARD

Empire / Albany District

TURNER ROBERT

New York District

WALKER JOHN

New York District

WENZEL KIM

Baltimore District

WYSOCKI JOHN

Wilmington / Bear District

Retirees

August 2006

ABNEY, JAMES

Portland District

BLOCKER, ESTHER

Philadelphia District

BURTON, ANNA

St. Louis District

CAMPBELL, THOMAS

Empire / Albany District

COSENTINO, THOMAS

New York District

COTE, ROGER

New Haven District

DALEY, DUANE

New Haven District

EMPLOYEE MILESTONES

Congratulations to All of You!

FARNAN, JAMES

Empire / Albany District

FARRENHOLZ, BOYKE

Detroit District

FAULK, BASS

Mid-Atlantic Div/DC Non-HQ

FETTERMAN, RICHARD

Wilmington / Bear District

FILART, ERNESTO

Los Angeles District

GAYMON, KIMORAGE

New York District

GIAMPETRO, RICHARD

Wilmington / Bear District

GOGGINS, KENNETH

Philadelphia District

HARPER, BEVERLY

Washington, DC/HQ

HEFFNER, MICHAEL

New York District

HEINRICH, JOSEPH

Sanford District

JONES JR, WILLIAM

Chicago Metro District

KISSLING, WILLIAM

Beech Grove District

LARKINS, CAROLYN

Jacksonville District

MCCAFFREYJR, JOHN

Mid-Atlantic Div/DC Non-HQ

MCCARTHY, JAMES

Seattle District

MCENTIRE, JAMES

Los Angeles District

MCLEOD, PETER

Boston District

MILLER III, JAMES

Wilmington / Bear District

MYERS, KAREN

Oakland District

NOBLE, CHARLES

Beech Grove District

NORMAN, GLORIA

Philadelphia District

O'BRIEN, PATRICIA

Philadelphia District

PETERSON, SHELBY

Baltimore District

PITCHER, JAMES

Salt Lake City District

PITMAN, GEORGE

Kansas City District

POLK, EDWARD

New York District

RAFANELLI JR, JOSEPH

New York District

RAO, THEODORE

Mid-Atlantic Div/DC Non-HQ

REALS, DONALD

Empire / Albany District

RIGGS, ROBERT

Mid-Atlantic Div/DC Non-HQ

SMITH, MELVIN

Chicago Metro District

SVOBODNY, CYRIL (CY)

Twin Cities District

THOMAS, ROBERT

New Haven District

TORRES, JUAN

New York District

VILCA, DORILA

New York District

WHITAKER, MARVIN

Beech Grove District

A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K

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Volume 11 · Issue 11 · November 2006



All-Reserved Service, More Trains Added for Thanksgiving

The Thanksgiving holiday is the busiest travel season for the company, with typical ridership on the Wednesday before and the Sunday after the holiday more than double regular ridership. In preparation for the busy holiday season, Amtrak is adding trains, increasing staffing at stations and communicating holiday service changes to customers.

Total system ridership for Thanksgiving week last year was nearly 600,000. With demand this year expected to keep pace with last year's numbers, trains and cars are being added to some services in order to better serve passengers.

Along the Northeast Corridor, 27 trains will be added from Nov. 21 to 27 to *Acela Express* service. This will bring the week's total for the service to 169 this year, compared with 142 in 2005. Further, 28 extra *Regional* trains will be added to the NEC. This number

includes some equipment leased from commuter agencies to help meet passenger demand.

The number of *Keystone Service* trains operating during this period will increase from 117 in 2005 to 150 this year, due in part to additional frequencies that started at the end of October. In addition, all *Keystone Service* trains will require reserva-

tions between Nov. 21 and 27.

"Requiring reservations, particularly during the busy Thanksgiving travel holiday period, will virtually eliminate overcrowding and lead to greater passenger comfort," said Ben Cornelius, senior director, Network Scheduling.

In the Pacific Northwest, Amtrak *Cascades* service will offer 10 additional trains to the Thanksgiving week schedule. The trains, using Horizon equipment, will make the same stops between Portland and Seattle as the regularly sched-

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October Posts Robust Ticket Revenue Results

Amtrak kicked off the fiscal year last month on a very positive note with ticket revenue 7 percent ahead of budget at \$123.5 million and ridership beating budget with 2.14 million passengers, thanks to the strength of *Acela Express* and better-than-anticipated long-distance results.

With *Acela Express* ticket revenue exceeding budget by 19 percent, overall Northeast Corridor ticket revenue beat budget by 10 percent. The rise in *Acela* ticket revenue along with ridership (also up 19 percent over budget), is attributable in part to improved on-time performance, faster service in key intermediate markets, and improved customer satisfaction levels. With an 89 percent on-time performance in October, up from 76 percent in October 2005, *Acela* generated \$34 million and carried 278,000 passengers.

Marketing efforts were also a contributing factor. A marketing promotion that integrated television advertising and a joint MasterCard promotion featuring an "All Aboard Sweepstakes" drew more riders to *Acela Express*. New revenue management strategies are also helping fill seats and generate extra revenue.

Overall ridership on the Northeast Corridor was 3 percent ahead of budget. *Regional* ridership was 3 percent short of budget and ticket revenue of \$36 million was 2 percent favorable to budget; an early indication of the acceptance of the fare increase implemented last

month — despite lower gasoline prices — and that *Regionals* continue to offer a competitive value. *Regional* service OTP also showed positive gains, delivering 76 percent versus 70 percent performance a year ago.

Carrying 78,000 passengers last month — 10 percent more than expected — the *Keystones* served the highest number of passengers ever in a single month in *Keystone Service* history. The strong ridership was also reflected in ticket revenue, which was up 9 over budget at \$1.4 million. Posting comparable results, the *Empire Service* was above budget by 11 percent in ticket revenue and 8 percent in ridership.

With the exception of the *Auto Train* and Silver Service trains, all long-distance trains did better than expected in terms of ticket revenue last month. Long-distance trains exceeded budget in ridership and ticket revenue of 3 percent and 6 percent, respectively. A number of factors influenced the ticket revenue results, including the successful implementation of fare increases and the return of travel demand along routes to and from New Orleans.

Delivering a 26 percent increase in ticket revenue and a 14 percent gain in ridership over budget, the *Crescent* was among the long-distance trains showing the strongest improvement.

The re-launched *Empire Builder* continues to outperform its budg-

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TRAIN OF THOUGHT

As Thanksgiving week approaches, I'm looking forward to seeing Amtrak at its best.

This is our busiest season, and our most demanding. Last year we carried nearly 600,000 passengers during the Thanksgiving week; that's about 25 percent more than the average week. And on the Wednesday before the holiday, we could have as many as 125,000 passengers — 80 percent more than the average day.

We're making preparations to accommodate passengers by increasing our capacity with more trains and adding cars to consists. We are augmenting staffing with extra ticket agents and red caps, while arranging for extra volunteers to assist in our largest stations. We are also preparing to serve our passengers more than seven tons of turkey and 15,000 slices of pumpkin pie in our dining cars.

We have a mission to deliver consistent high-quality customer service every day, and this is exceptionally important for the heaviest of our travel days. When we treat customers as we'd like to be treated when we take a holiday, they find value in the experience and come back.

This is also an opportunity to prove to first-time, holiday-only riders that taking the train is the best way to go, regardless of the time of year. It's our chance to earn new, loyal and regular customers. Our front-line employees are the personification of the Amtrak brand, and passengers that have had a good experience are likely to come back.

But it doesn't start and end with our front-line employees. Whether you're a car inspector, a dispatcher or a coach cleaner — it doesn't matter what your job function is — we all have a role in



Alex Kummant

making sure that our passengers get the value they deserve for the price of their ticket.

And, as they say, accidents don't take holidays. Being busy doesn't mean you can disregard what you've learned about safety on the railroad. I'm a firm believer that when safety goes right, everything else goes right.

Have a happy, healthy and safe Thanksgiving.



On The Road

Senior Vice President William Crosbie (L), Talgo Maintenance Supervisor Richard Vila and President and CEO Alex Kummant tour the Seattle Yard, as part of a look at West Coast and Pacific Northwest operations in October.

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Amtrak Ink

Vol. 11, Issue 11, November 2006

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation. Please send address changes to your local Human Resources office.

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Multi-Department Effort Credited For Northeast Corridor OTP Improvement

Dear Amtrak Co-workers,

Raising our Northeast Corridor on-time performance yields higher ridership, and is of great importance to all of Amtrak, as combined Acela Express and Regional service revenue make up over 50 percent of national ticket sales.

Thanks to a comprehensive effort that relies on the collaboration of the Engineering, Mechanical and Transportation departments, we achieved 84.6 percent Acela Express on-time performance in FY '06, a respectable 20-point improvement over the prior fiscal year. Our goal is 90 percent, and so far this fiscal year we're doing just that.

We set new priorities, assigned accountability differently, committed to the goal and put in a lot of hard work on the part of Engineering, Mechanical and Transportation department employees to get to this point. We began this multi-departmental assault on OTP last spring, when we simplified our tolerance level for all Acela trains to a flat 10 minutes, regardless of the distance the train travels. We do a daily review of late trains, down to the dispatcher on duty, and have improved our partnership with Metro-North. We made the division engineers accountable for planned and unplanned disruptions in their respective territories, and conduct thorough reviews of all infrastructure defects. The Mechanical department continues to target chronic problem areas and has made modifications to pantographs, tilt systems and automatic door operations to reduce delays. And those are just a few of the changes we've made.

In January and September 2006, the Engineering department took the lead in increasing track speeds for Acela trains at almost 100 locations between Washington and New York. As a result of the speed increases, we've made a five minute trip-time reduction between Washington and New York on the 15 weekday frequencies we're now running between those two cities. And an on-time Acela means a smoother running corridor — the progress has also paid dividends for other Northeast Corridor trains like the Regionals as well as for commuter rail providers, such as NJT and MARC.

Accordingly, we're seeing a positive response from the market. Customer satisfaction with Acela OTP (through August) rose to

79 percent in FY '06, versus 70 percent in FY '05. The FY '06 budget for Acela included an anticipated increase in ridership because of the OTP improvements, and we exceeded budget by 1.7 percent in FY '06. Load factors have been rising steadily for about five months and we're seeing more riders on weekdays, which means our time-sensitive business travelers are noticing the difference, too.

The Marketing department is also working to get the word out with an expanded marketing program that includes television advertising, a national promotion with MasterCard, outreach to our corporate account customers and a special Amtrak Guest Rewards promotion. With growing demand, revenue management is working to build revenue and load factors.

We know that delivering consistent, high on-time performance brings more riders and revenue. We also know that our Acela riders expect a high value proposition and delivering consistent, premium service brings repeat customers. The kind of focus put on OTP is also being applied by the Customer Service department through its recently created Northeast Corridor Service Improvement Program. Together with other departments, they are going to introduce service improvements such as upgraded First Class menus and other soon-to-be-announced improvements.

The OTP challenge we set for ourselves last fiscal year continues — we've proven that it can be done, and now we have to sustain it. This is a great example of what happens when we work together as a team and is evidence that each of our individual efforts contribute to a great product and the bottom line.

Sincerely,



*William Crosbie
Senior Vice President
Operations*

Service Recovery Program Aims to Provide Consistency During Operational Failures

In an effort to provide an additional level of service to customers who are inconvenienced when trains are disrupted by operational or service failures, the Customer Service department has standardized its policy for distributing courtesy snack packs when such service failures occur.

The policy change means that there are now set rules for when the emergency snack kit, which consists of 60 packets containing non-perishable food items and individual bottles of water, may be used for complimentary food and beverage service recovery in the event of an emergency.

In support of this change, CNOC will soon have a 24-hour, 7 days-per-week Customer Service Desk on hand to assist in the decision-making process for all passenger related service actions, including complimentary food and beverage service.

When the desk is operational, the Service Desk managers will work in tandem with the Operations group and the Reservation Sales Call Center desk (both of which are at CNOC), as well as with the manager of On-Board Service for the train and customer service managers in the field, to determine the best course of action for the passengers during the incident. CNOC will have final decision-making authority regarding when the emergency snack packs are to be used.

These policy changes are among many expected to be implemented by the Customer Service department in its work to improve customer service as outlined in the Strategic Reform Initiatives. The goal of these new changes is to provide greater consistency in determining when and what level of complimentary food and beverage service is required

for passengers on board trains during the service recovery process.

The service recovery snack packs are delivered to the train by the commissary and stocked by the LSAs for use exclusively in emergency situations. These snack packs are separate from revenue stock and are used as a last resort during incidents when the railroad is unable to keep its commitment to passengers of an on-time train due to a malfunction, operational failure, or other emergency.

While the circumstances that would trigger

“The snack packs and water we had on board the trains were a very important part of our service recovery initiative.”

Gary Hess

Customer Service Manager

complimentary food and beverage service will vary by train, day and situation, there are five types of service failures which would generally drive the need to provide some level of complimentary food and beverage service; loss of head-end-power (heat, or AC malfunction), operational failures such as a late train departure from the initial terminal, safety and security issues, employee failure to provide efficient service, or a natural disaster.

In late October, when a Norfolk Southern derailment affected passengers on Trains 29 and 30, Customer Service Managers Gary Hess and Megumi Nozaki were on board to

assist the crew in handling the emergency.

Both managers worked with the crew and CNOC to determine how to best serve the needs of the passengers. During this derailment, the snack packs provided additional sustenance for weary passengers affected by delays of 10 to 15 hours following the incident.

“The snack packs and water we had on board the trains were a very important part of our service recovery initiative following the NS derailment,” said Hess. “In terms of availability and portability, they were exactly what we needed at a critically important time for our passengers.”

This new, coordinated effort within the Customer Service department through CNOC will help facilitate more consistency and better service to passengers under these circumstances.

According to Senior Director OBS and Station Operations Pat Willis, “These new changes give us a way to provide some level of comfort to our passengers, who may be hungry during a delay. And with the CNOC customer service desk, we have a way to communicate what the issues are and to effectively determine how to best service our customers during these incidents.”

Thanksgiving

continued from page 1

uled Amtrak *Cascades* service, however, they will not include Business Class or checked baggage service.

On the West Coast, the *San Joaquins* will add extra cars on the consists to meet demand. Additional cars will also be put to use on *Pacific Surfliner* trains and reservations will be required on the service from Nov. 21 to 27. In addition, Rail 2 Rail tickets will not be honored on Nov. 22, 23 and 26.

Preparations are also in full swing for stations, as the Customer Service department is

augmenting its ticket agent forces and red cap personnel. Management personnel are scheduling time to volunteer in stations to assist with providing information, directions and baggage tags to passengers.

In addition to the Thanksgiving Timetable produced for the Northeast Corridor, station notices that advise passengers of the schedule changes are posted in stations along the Northeast Corridor and the West Coast. Also, a seat drop with schedule information is available aboard Amtrak *Cascades* trains.

As a measure of the heightened vigilance that comes with increased passenger traffic, the Amtrak Police Department will increase its visibility during the period, and all personnel are asked to be on the lookout for unusual or suspicious activity.

Policy Signals Shift in Approach to Maintenance

The adoption of a new corporate maintenance policy this summer signals a shift in maintenance practices designed to utilize resources and manpower more efficiently, while improving the reliability and availability of the company's equipment and infrastructure.

Two important points are worth noting about the adoption of the policy. First, it's the first time in recent history that a standard corporate maintenance policy that applies to both the Engineering and Mechanical departments has been instituted. Second, it initiates a shift in philosophy to Condition-Based Maintenance (CBM), in a manner very similar to that used by the U.S. Navy and NASA.

Condition-Based Maintenance is an approach to maintenance that stipulates that work is performed only when there is evidence of need, while making sure that safety, operational readiness and equipment reliability are managed in a cost-effective manner. The rules of evidence are contained in a body of knowledge called Reliability Centered Maintenance (RCM).

The evidence of need is determined by performing a Reliability Centered Maintenance analysis, which makes the best use of legitimate tasks and eliminates unnecessary scheduled maintenance requirements.

"Think of RCM as how CBM is actually

carried out on the shop floor. What RCM does is ask whether a specific maintenance task 'benefits the hardware' and is actually 'worth doing' — given the safety, operational and economic consequences of the failure that the maintenance task is trying to prevent," said Ken Jacobs, deputy for Reliability Centered Maintenance.

The policy is not solely grounded in philosophy; it signals forthcoming changes in processes, procedures and support. Condition-Based Maintenance will be incorporated into current and future maintenance programs of the Mechanical and Engineering departments, utilizing the Reliability Centered Maintenance rules of evidence.

Initially focusing on Mechanical maintenance requirements, the approach to implementing RCM-based CBM to Engineering maintenance requirements will be developed in concert with Engineering department leadership.

The first RCM-validated maintenance program will be implemented on the shop floor in High Speed Rail in January 2007. RCM-validated maintenance programs for all other rolling stock and facilities will be developed and implemented over the course of the next two to three years.

Because the RCM review process inherently requires the participation of those who

actually perform the work, Mechanical and Engineering employees will be involved in performing RCM analyses in their area of expertise.

The first of any Amtrak group to practice RCM in a formal way, the High Speed Rail Division has submitted a revised, RCM-validated Inspection Testing and Maintenance (ITM) Plan to the FRA for approval. The revised ITM, planned for implementation on Jan. 1, 2007, is the result of RCM reviews that took place this summer. Implementation of the revised ITM is expected to result in an increase in availability of High Speed train-sets from 75 percent to 85 percent, while preserving safe and reliable operation of *Acela* service.

"Using RCM ensures that we're not wasting time on maintenance that doesn't need to be done and using the time gained to focus on the things that really matter. It also allows us time to address chronic problems in a more targeted way — we're just working smarter," said High Speed Rail Master Mechanic Dave Schramm.

The corporate maintenance policy is published in Section 3.3.0 of the Amtrak Policy and Instruction Manual, which is available on the Intranet, under "How We Work."

Mechanical Workshops Swing Into Action

Following the most recent series of Leadership in Action / Supervision in Action workshops for Mechanical department managers and supervisors that concluded last month, over 350 ARASA foremen are developing and implementing action plans for their work sites.

Aimed at making incremental improvements toward one or more of the department's performance fundamentals, the action plans draw on the lessons learned during the four-day workshops.

Begun in June and concluding at the end of October, the Supervision in Action workshops for ARASA foremen were the latest in a series of training programs for Mechanical department managers and supervisors that were first initiated in September 2005. The focus of the workshops is to provide tools to drive improvement of the Mechanical department's performance fundamentals — safety, reliability/availability, productivity, and regulatory compliance.

In the classroom, various problem-solving tools such as root cause analysis were introduced and practiced, as was the 5-C System, a method of organizing and maintaining the workplace to improve the performance fundamentals. Other techniques for strengthening leadership and supervision skills, and fostering teamwork and communication were reviewed and analyzed. The supervisors are responsible for putting these skills into action at their work site and for reporting progress and results to their facility management.

Held in Wilmington, Del., the eight classes of approximately 45 participants brought together foremen from facilities from across the country. Feedback from participants revealed that one of the most valuable aspects of the workshops was the opportunity to meet and interact with foremen from other locations, which enabled "the recognition of common bonds, sharing of experiences and best practices, understanding of respective challenges, and acknowledgement of common

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2007 Amtrak Calendar Coming Soon



The Amtrak 2007 Wall Calendar is on its way!

The full-color calendar, which will be available for sale after Thanksgiving, features the Pacific Surfliner in San Diego, Calif., in a photo taken by Jared

Forcier, of San Diego, Calif., winner of the "Picture Our Train" Wall Calendar Contest.

For personal orders of the large calendar or additional copies of the small calendar, visit Amtrak.com/store for details, or call 800-400-1229.

Tunnel Waterproofing Expected to Thwart Winter Icing Woes

Winter operations require that equipment, facilities and structures be prepared for inclement conditions. To that end, waterproofing work completed near the east portals of the two inbound East River Tunnels in Queens and one inbound North River Tunnel in New Jersey is designed to prevent a barrage of weather-related problems as the winter weather season sets in.

The work, which began in late summer and was completed this fall, should result in fewer problems, particularly power failures and train delays as a result of icing that often occurs in the tunnels when temperatures plummet.

With average low temperatures in the 20s in the New York City area during winter, ground water seepage from excessive rains or melting snow gets into the tunnels. Trains traveling through the tunnels drag cold air from the outside and freeze the seepage in cracks within it, causing a buildup of ice and icicles, which may reach the catenary wire. This contact causes the train's pantograph to hit the ice, tripping the breakers and resulting in a power failure. Power failure delay train traffic through the tunnels, often for hours, until electricity can be restored.

To prepare for the waterproofing, Electric Traction, Bridges and Buildings, Communication and Signal and Operations crews all worked to put the tracks out of service, shut down the power and move waterproofing equipment into and through the tun-

nels to enable waterproofing contractors to perform their work.

Using a liquid polymer mixed with Portland cement to form a flexible waterproof coating, the contractors covered a six-foot-wide area (like an umbrella) over the catenary wire. This will divert any water or ice toward the sides of the tunnel and out of the path of trains, drastically reducing or eliminating power interruptions and train delays caused by icy conditions. In addition, it will reduce costs for electrical equipment that needed to be replaced as it was getting worn out from frequent power interruptions.

Although the number and length of the power interruptions varies greatly depending upon the severity of the winter, this project should benefit the system for many winter seasons to come.



Contractors apply a final coating of a waterproofing compound to the ceiling of one of two East River tunnels in Queens, NY.

“We expect that the work we did to waterproof the tunnels will significantly improve train traffic through the area,” said Project Manager, Engineering Ken Heintz. “Without this effort, problems associated with icing and power outages in these tunnels would have caused significant problems for train traffic during the winter. Hopefully this will reduce the number of delay incidents and save the company money, equipment, repairs and replacement,” stated Heintz.

Illinois, Pennsylvania Service Launches

After stepping off the Saluki preview train in Homewood, Ill., Senior Principal Contract Administration Bruce Hillblom is greeted at the station event by Diane Kuzera, a resident of a nearby community, and her pet Salukis, Missy and Pipi. The Saluki was one of three preview trains that operated last month to celebrate the launch of eight new state-funded trains between Chicago and 28 downstate cities. Last fiscal year, ridership on Illinois trains rose to a record high of 955,000 passengers — 11 percent over the prior year.



Photo: Sharon Slaton



Photo: Stacy Fitzgerald-Redd

PennDot Deputy Secretary of Local and Area Transportation Karen Rae and Amtrak President and CEO Alex Kummant officially launch the new Keystone Service during a ribbon cutting ceremony at the inaugural event at Harrisburg station on Oct. 30. The event drew more than 100 attendees, including several of the area's mayors and state officials.

Environmental Audit Earns EPA Praise

Amtrak was one of eight companies in the Mid-Atlantic Region recently lauded by the Environmental Protection Agency for voluntarily making an effort to protect the environment.

Companies that self-audit and voluntarily correct and disclose a potential violation to the EPA may qualify for a penalty waiver for violations that the federal agency determines cause no harm to human health or to the environment.

As a result of the company's own environmental auditing and its use of the EPA self-policing policy, the company has not only become a stronger environmental corporate citizen but also saved hundreds of thousands of dollars in potential fines.

Throughout its six-year history, the environmental audit program has monitored the company's performance against regulatory requirements to evaluate compliance with applicable environmental laws, regulations and company policies. Moreover, the program assesses best management practices while helping facilities design and implement solutions to environmental problems through training, root cause analysis and timely corrective action.

The environmental audit program is a key component of Amtrak's Environmental Management System and the primary means of measuring environmental performance across the company and reporting the status to specific Amtrak stakeholders, including the Environmental Executive Oversight Committee. It is an independent appraisal function performed by members of the environmental compliance group administered by Chris LoRusso, director of Environmental Compliance.

"We are among the leaders in the railroad industry in environmental stewardship," said LoRusso. "Amtrak has improved its performance in meeting its compliance obligations since the program was first implemented in 2000 as part of an EPA Consent Decree. Compliance is a process of continuous improvement; facility managers work every day to meet environmental requirements and perform to Amtrak environmental standards."

The program has resulted in decreased government enforcement actions, heightened awareness of environmental requirements and showcased the company's environmental stewardship for employees, customers and communities.

There are 30 large- and medium-sized facilities audited as part of this program, including maintenance facilities, service and inspection locations, car wash areas and fueling areas, along with maintenance-of-way facilities and signal shops. An average of two to three audits are performed per month by the EHS department.

Payroll Changes Begin Mid-December

Beginning Dec. 18, the Human Resources and Payroll departments will roll out new system and process changes that will impact the handling of employees' personnel data, the frequency with which management and union salaried employees are paid, the way agreement-covered employees fill out paper timecards, how management employees track their leave and absences, and some additional procedures for all employees.

The changes are part of a multi-phased system upgrade project known as Project iTrak, and are designed to enhance processes and improve data security and access throughout the company. A key result of this project is that employee personnel information will be captured, processed, and reported differently, with a focus on improving the quality and security of Amtrak's employee information.

SAP will be the system of record for personnel information, and departments will use personnel numbers instead of social security numbers wherever possible to protect Amtrak employees' privacy and data security. Data security will be enhanced throughout the SAP system to ensure that information does not fall into the wrong hands.

Another important change is that all salaried employees will receive pay in 26 bi-weekly pay periods per year beginning Jan. 12, 2007. This means that management and union salaried employees will receive two additional pay checks per year; however, those pay checks will be slightly smaller than the current paychecks to accommodate the two additional pay dates. Further, if an employee is overpaid, Amtrak will recover the overpayment in

full, instead of in \$50 dollar increments.

Under the new SAP system, employees who enter their time on paper timecards will do so in decimal format, rather than in hours and minutes. This change is being made to conform to the way the new SAP system tracks time.

In addition, all management and union salaried employees will enter leave time in mySAP instead of MLT. mySAP will not only allow employees to enter their own leave time, but it will also allow the Payroll department to track absences and leave balances that employees take relative to the time they have available. Those absences and leave balances will then be printed on employees' pay stubs.

Effective Dec. 18, employees who plan to take leave must notify their supervisor or support staff member who is filling out the leave form for them of the date on which they plan to return to work; the form in turn will notify the Human Resources department. This policy does not apply to vacation, but to other types of leave, such as family/medical leave and military service leave.

If an employee requires an exception paycheck — for example, if there is an adjustment that needs to be made to an employee's pay — an employee may choose from one of three payment options: an instant issue card (which works like a debit card), a direct deposit payment (within 24 to 48 hours), or a paper check (within 24 hours). Finally, employees who request advanced vacation payout will get multiple checks at once instead of one large check, avoiding the excessive tax withholding that would

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Here's What You Need to Know About the Pay Frequency Change:

- Only non-union and ARASA-OBS employees will be affected by the new pay frequency change.
- There will not be any change in pay frequency for the rest of the workforce.
- If you have questions or concerns please e-mail mysap@amtrak.com or call your local payroll officer.

P R O M O T I O N S I N M O T I O N

Iconic Holiday Images Highlight NEC Seasonal Events

The holiday season is off to a festive start along the Northeast Corridor as Christmas icons including Santa, The Grinch and model trains will be featured as part of a bevy of functions sure to evoke the holiday spirit for children and adults alike.

Santa in North Carolina

Santa invites kids of all ages to join him for a ride aboard the *Carolinian* and *Piedmont* trains on Saturday, Dec. 2, when the "Santa Train" will depart for its annual holiday excursion from the Charlotte station.

The train will depart Charlotte with stops at Kannapolis and Salisbury. For each regular full adult rail fare ticket purchased, up to 2 children ages two to 15 may travel at half off the adult rail fare.

Santa will greet passengers with holiday candy treats, and photographs with Santa are welcomed on board the train and during the layover in Salisbury.

Also at Salisbury, passengers will be greeted by the Salisbury Elf and Radio Disney Elves who will entertain passengers with music, games and special holiday goodies.

Christmas in New York

Dr. Seuss' *How the Grinch Stole Christmas!* The Musical is a classic tale being performed now through Jan. 7 at the Hilton Theatre in New York. Amtrak employees may purchase \$59 orchestra seat tickets (the regular

price is \$79) for preview shows and may also save \$10 off the \$79 admission price for pre-Thanksgiving performances of the musical.

Tickets may be ordered through Ticketmaster at 212-307-4100 or online at GrinchMusical.com.

Employees must mention the promotion code AEMP to receive the discount. Amtrak passengers may also save \$10 per ticket off admission using the code AMTRAK when buying tickets.

Taking the Train to See the Holiday Trains

Linking the age-old tradition of trainsets and Christmas, Amtrak is offering discounted fares to Baltimore to visit The Baltimore and Ohio (B & O) Railroad Museum's Holiday Festival of Trains, presented by Constellation Energy and CSX from Nov. 24 through Dec. 30.

The holiday exhibit kicks off with the arrival of Santa on Friday, Nov. 24. Children may visit with Santa on Saturdays and Sundays throughout the festival.

Admission to the museum is \$14 for adults and \$8 for children ages two through 12 and is free for children ages two and under. Amtrak offers a 50 percent off the best available fare for one adult companion traveling in coach with a paid regular (full fare) adult, senior citizen or disabled discounted rail fare ticket to Baltimore.

Popular Action Heroes Featured in Special Amtrak Comic Book

Look for Spider-Man® and the Fantastic Four® in a special a 20-page Marvel Comic book developed for children exclusively for



Amtrak. The comic book will be distributed to children in grades two through six in 1,200 schools in designated market areas along the Northeast Corridor. Also, during a special appearance by Spider-Man at "The Amazing Station" model train exhibit at New York City's Citigroup Center on Nov. 24 – 25, the comic book will be given to patrons while supplies last. The exhibit will be on display from Nov. 24 – 29.

Through the pages of the comic book, children are introduced to the adventures of train travel. The comic also includes a kids ride free coupon, allowing for one free child fare (ages two through 15) with the purchase of one full adult fare.

Marketing Materials Shift to eTrax

Employees responsible for ordering ticket jackets, timetables, station posters and other similar marketing items that are displayed in stations and other Amtrak locations must begin using eTrax — rather than ARROW — starting Dec. 31.

Citing the benefits of eTrax, Manager of Marketing Operations Joe Wenclawiak said that the changeover from Arrow (G/PSD/SPR and G/PSD/OBM) to eTrax for ordering marketing materials ensures faster and more accurate processing, and provides a permanent record and an order tracking system.

"We have encouraged employees, through their supervisors, to begin migration to the eTrax system for two years," stated Wenclawiak. He added that using eTrax not only benefits the employees who use it, but also the company, as express charges should decrease as a result of fewer lost orders.

Employees who are unsure of their access to eTrax should ask their supervisors about registration. The eTrax help desk may be consulted via email at eTraxhelpdesk or by calling ATS 728-1466. Current RailRes/Stars functionality allowing agents to send brochures and other items to customers is unaffected by the changeover.

ACAC Applauds Outstanding Customer Service



Amtrak's Customer Advisory Committee presented Customer Service Awards to eight front-line employees for outstanding customer service earlier in the year.

Top Left: ACAC member Catherine Bauer; Coast Starlight Manager Matt Cahoon; Superintendent Passenger Services, Southwest Division, Lynn Berberian; and Coast Starlight Parlour Car Attendant Richard Talmy.

Top Center: Trenton Ticket Agent Eileen Breen and ACAC member Eleanor Cunningham.

Top Right: ACAC member Patrick Henry (L) and Texas Eagle Conductor John Quesada.

Middle Left: Lakeshore Limited Sleeping Car Attendants Richard Johnson (L) and Tom Finnegan (R) with Lamonte Turner, manager New York Crew Base and ACAC member Eleanor Cunningham.

Middle Right: ACAC members Estelle Shiroma, Eleanor Cunningham and Doug Wheeler Southwest Chief sleeping car attendant (now Oakland station agent).

Bottom: Manager Station Services Rick Gadbois, 30th Street Station Acela Lounge Attendant Jacquelyn Martin and ACAC member Alma Goodwyn.

ACAC announced six recipients of the committee's Customer Service Awards during its meeting Oct. 29 and 30 in Portland, Ore.:

Baggage Room Attendant Wesley Brown, Chicago Metropolitan Lounge

Sleeping Car Attendant Victor Kral, Southwest Chief

Dining Car Attendant Claude Mitchell, City of New Orleans

Lounge Attendant Paul Smouse, Southwest Chief

Conductor Brian Stanga, City of New Orleans

Sleeping Car Attendant William Stauss, Empire Builder

Uniforms Reminder

Uniform standards is one of the Customer Service department's focuses this month, with proper uniform and grooming protocol being addressed during crew briefings and other meetings with front-line employees.

A new guide to uniforms now available at stations and crew bases ensures that Amtrak's front line has the guidance it needs to represent the company with a consistent and professional look. Station, OBS and Train service employees should review the catalog to ensure compliance with the new uniform standards. Additional information about the standards, among other useful front-line employee information, is available at <http://customerservice.amtrak.com/> and on the Intranet under "Library" and "Service Standards."

New Orleans APD Hosts Eleven K9 Teams at Training Event

The K9 teams shown below participated in a training program hosted by the Amtrak Police Department in New Orleans, La., last month. Developed by the FBI and coordinated by Officer Ray Delvalle (not shown), Regional Detective Sam Bell (left end), and Sgt. Paul Crescioni (right end), the program was designed to teach handlers and their K9s how to detect various types of explosives aboard passenger train equipment.

"Hosting events like this helps us build stronger relationships with other agencies. For example, we established a new liaison with the Federal Reserve Bank Police, which has agreed to provide an explosive detection dog if ever needed at the New Orleans station," stated Bell.

Participating agencies included New Orleans Police, Federal Reserve Bank Police, U.S. Department of Energy Police, Louisiana State Police, Jefferson Parish Sheriff's Office, Lafayette Parish Sheriff's Office and U.S. Bureau of Alcohol Tobacco & Firearms.



Photo: Jay Mire

Emergency Responders Learn Valuable Lessons in Railroad Operations

During a Passenger Train Emergency Response training class held in Jacksonville, Fla., earlier this month, Emergency Preparedness Manager Art Candenquist points out the location of the 480 volt receptacles on the P32-8 locomotive while explaining the inherent dangers the electrical service that runs through the train.

During the two-day program, approximately 40 participants were trained in the classroom and on board a locomotive, an Amfleet coach, a lounge car and a Viewliner sleeping car. The training covered several topics including the potential electrical and pneumatic hazards associated with train equipment, crew orientation, search and rescue, train consists, passenger evacuation and bomb threats. Members of the Transportation Security Administration (TSA), Jacksonville Fire and Rescue department and K9 teams, bomb technicians and communications personnel from the Jacksonville Sheriff's office attended the training and were awarded Continuing Education Credits upon completion.

"Everyone pulled together to make this training a success including the Southern Division team, CNOC, and the Operations, Mechanical, Amtrak Police and Emergency Preparedness departments. Because of their efforts, attendees walked away with a better understanding of our operation and the needs of the railroad when dealing with passengers in emergency situations," said Amtrak Police Department Detective Steve Chambers.

FRONTLINE FOCUS

Dear Amtrak:

... A group of 50 passengers had the pleasure to board Amtrak *Silver Meteor* # 98 in Jacksonville Florida, New York City bound.

I just want you to know about a totally positive and enjoyable experience. It started with entering into the clean friendly atmosphere of the Amtrak Station, added was the kind, pleasant and courteous assistance from the entire Jacksonville staff.

... Mr. Darrell Macon ... set the tone for our Amtrak experience when he stopped by our kick off dinner the night before. Mr. Macon greeted the group again Friday afternoon and introduced us to our attendant Mr. Simuel Denson. Mr. Denson was a gem! He kept our area clean and neat and made extra efforts to maintain passengers' comfort. The other on-board staff deserves mentioning because of their gracious and capable services.

Mr. Macon stood out as being a top notch professional who takes his responsibility seriously. He managed with pride and dignity in such an elegant friendly down home manner. I was impressed at how he pitched in to assist any department that was in need. Mr. Raymond Vincent was also delightful to work with.

Amtrak really made a lasting impression, a good one, winning over dozens of newcomers, who were making their first trip, ever, by train.

Based upon everyone's expressions and comments, I can certainly recommend others to take advantage of everything Amtrak brings to the travel experience.

Passenger from Jacksonville, Fla.



Photo: Gwendolyn Fields

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

October 2006

ADDISON ROGERS, DEBORAH

Philadelphia District

GUZEWSKI, RAYMOND

Albany District

HARRIS, STEVEN

Wilmington/Bear District

HUDSON, DESIREE

Philadelphia District

MCDONOUGH, ROBIN

Washington, DC/HQ

30-Year Anniversaries

October 2006

ADAMS GERALD

Philadelphia District

ALBRECHT JR, WILLIAM

Baltimore District

ALLEN, DEBRA

Philadelphia District

ALTMAN, WALTER

Philadelphia District

AMBER, BRIAN

Wilmington/Bear District

ANTHONY, JOHN

Baltimore District

ARRIGHI, RICHARD

New Haven District

BENNETT, MARK

Boston District

BERTRAND JR, CHARLES

Philadelphia District

BIBLEHIMER, MICHAEL

Baltimore District

BINFORD, MEBANE GAIL

New York District

BLACKWELL, WILLIAM

Philadelphia District

BOHNE, ROBERT

Philadelphia District

BOWER, FRANK

Philadelphia District

BRACY, SANDRA

Philadelphia District

BRANDER, MARK

New York District

BRANDLI, PAUL

Boston District

BRYSON, ALLEN

Philadelphia District

BUCCI, FLOYD

Philadelphia District

BUDNICKI, R

Philadelphia District

BUDRECKI, JONATHAN

Baltimore District

BUNDA, EDWARD

New York District

BURNS III, WILLIAM

Boston District

BUTLER, JOHN

Philadelphia District

CANDENQUIST, ARTHUR

Washington, DC/HQ

CAPELLO, RICHARD

Philadelphia District

CAPIK, JOHN

New York District

CHAMBERS, STEPHEN

Mid-Atlantic Div/DC Non-HQ Dist

CHURCH, WAYNE

Baltimore District

CIARLO, RAYMOND

Boston District

CIVITILLO JR, VINCENT

New York District

COLLINS, JOHN

Washington, DC/HQ

COLLINS, ROBERT

New York District

COMEAU, GEORGE

Boston District

COOK, MARGARET

New Haven District

CORSETTI, DAVID

Boston District

COYLE, DAVID

Boston District

DANCHISKO JR, PETER

New York District

DAVIS, GERALDINE

Philadelphia District

DAVIS, JOSEPH

Boston District

DEFORD, LARRY

Beech Grove District

DELACY, JOHN

San Jose District

DIFILIPPO, ROBERT

Philadelphia District

DONNELLY, PHILIP

New York District

DOOLEY, JOHN

New York District

DULD, CHARLES

Philadelphia District

DUNSTON, RONALD

New York District

EARLY, JOHN

New Haven District

EGAN, JOSEPH

Philadelphia District

EGRIE, JAMES

Philadelphia District

ENGLISH, WILLIAM

Philadelphia District

FAGAN, JOHN

Philadelphia District

FALLERS SR, JOHN

Wilmington/Bear District

FARRELL, JACKIE

New York District

FERNALD, MICHAEL

Sanford District

FESSEY, CHRISTOPHER

New York District

FOLWELL, KENNETH

New York District

FOURNIER, FREDERICK

Boston District

GADBOIS, RICHARD

Philadelphia District

GADOMSKI, PAUL

New York District

GEESON, TIMOTHY

Mid-Atlantic Div/DC Non-HQ

GEMZIK, PAUL

Baltimore District

GENOVARIO, WILLIAM

New York District

GIBBONS, VINCENT

Philadelphia District

GIBSON JR, DONALD

Boston District

GILBERT, GWENDOLYN

Washington, DC/HQ

GILLESPIE, DANIEL

New York District

GOLDSTON WILLIAMS, LEMETTE

Oakland District

GORDON, RONALD

Boston District

GRIFFIN, JOHN

Wilmington / Bear District

HAFER, RICHARD

Mid-Atlantic Div/DC Non-HQ

HARGAN JR, HOWARD

Wilmington/Bear District

HART, CURTIS

New York District

HATMAN, RANDALL

Mid-Atlantic Div/DC Non-HQ

HAYES, BRUCE

Boston District

HEALY, DENNIS

Philadelphia District

HITE, CHARLES

Baltimore District

HONER, RAYMOND

Philadelphia District

HOPKINS, KENNETH

New York District

HOUSMAN, ROGER

New York District

HOWEY, TIMOTHY

Wilmington/Bear District

INSTONE JR, GEORGE

Philadelphia District

IRISH, FRED

Boston District

JAREMA JR, ANTHONY

Philadelphia District

JONES, PATRICIA

Chicago Metro District

JULIEN, JOSEPH

Wilmington/Bear District

KEYES, JAMES

New York District

KIJULA, DAVID

New York District

KIRCHER, JOHN

Albany District

KIRTADZE, SUSAN

Chicago Metro District

KNAPIK, DONALD

Philadelphia District

KOCUBINSKI, STEPHEN

New York District

KOWSKY, JOHN

New York District

LAIRD, DAVID

New Haven District

LAKOFF SERIANI, LYNN

New Haven District

LOEHR, STEPHEN

Philadelphia District

MAGEE, KIERAN

Philadelphia District

MANGER, PAUL

Philadelphia District

MANNI, WAYNE

Boston District

MANNING, JOHN

Boston District

MCARDLE, JOSEPH

Philadelphia District

MCCARTHY, ROBERT

New Haven District

MCCAUGHEY, CHARLES

Boston District

MCCLOSKEY, MARYANN

Philadelphia District

MCDANNELL, WAYNE

Wilmington/Bear District

MCGOVERN, STEPHEN

Boston District

MCKEEVER, TERENCE

Philadelphia District

MICHALSKI, PAUL

New York District

EMPLOYEE MILESTONES

Congratulations to All of You!

MOORE, KEVIN

New York District

MOORE, TIMOTHY

Philadelphia District

MOORE, WAYNE

Boston District

MUSSO, LAWRENCE

Boston District

NARUSEWICZ, JAMES

New York District

NAZARIAN, PETER

Philadelphia District

NIEDBALA, RAYMOND

Boston District

NIEWIADOMSKI, IRENE

Philadelphia District

NUGENT, JAMES

New York District

O'SULLIVAN, MARTIN

New York District

O'BRIEN, THOMAS

New York District

O'CONNELL, DANIEL

Boston District

O'CONNELL MICHAEL

Philadelphia District

OWINGS, J

Philadelphia District

OWSIANY, MARK

Chicago Metro District

PEELE, STEFAN

Philadelphia District

PELLEGRINO, SUSANNE

New Haven District

PEREZ, FELIX

Washington, DC/HQ

PETRELLA, ROBERT

Philadelphia District

PIASKOWSKI, RAYMOND

Wilmington/Bear District

PITZ, GEORGE

Wilmington/Bear District

POLLICK, MICHAEL

Wilmington / Bear District

PONDER, MICHAEL

New Haven District

POTTER, JACK

Philadelphia District

POWERS JR, JOHN

Boston District

PRETTYMAN, WALTER

Philadelphia District

PRICE, THOMAS

Mid-Atlantic Div/DC Non-HQ

RAGAN, CRAIG

New York District

RAY, WILLIE

Philadelphia District

REBELLO, JOHN

New Haven District

REYNOLDS, ROGER

Boston District

REYNOLDS, STEPHEN

Chicago Metro District

RICKARDS, GLEN

Philadelphia District

RINALDI, LOUIS

New York District

ROBINSON, CHRIS

Wilmington/Bear District

ROBUSTO, RONALD

Wilmington/Bear District

RODGERS JR, DAVID

Philadelphia District

ROSEMOND, RODNEY

New York District

ROSS, FRANK

New York District

ROUSSEAU, STEPHEN

New York District

ROUTZAHN, RONALD

Philadelphia District

SARKADY, ERNEST

New York District

SCHATZ, DAVID

Philadelphia District

SCHWARTZ, ROBERT

Philadelphia District

SERBIN, FRANK

New York District

SERFESS, MICHAEL

New York District

SETTLEMYER JR, DAVID

Baltimore District

SEVILLE, WALTER

New York District

SHERLOCK, GREGORY

Philadelphia District

SHERLOCK, MICHAEL

Philadelphia District

SHERROD, GEORGE

Baltimore District

SHIMANEK, DARLENE

Baltimore District

SIBLEY, WAYNE

Empire/Albany District

SIMKUNAS, EARL

New York District

SINGH, DEONARINE

New York District

SINGH, RANJIT

New York District

SLABY, GEORGE

Twin Cities District

SMITH, DONALD

Beech Grove District

SMITH JR, CLIFFORD

Miami District

SMITH, ROBERT

Boston District

ST LAWRENCE, EGBERT

New York District

ST SAUVEUR, JOHN

Boston District

STACHOWSKI, RONALD

Boston District

STAMMEL, MICHAEL

Empire/Albany District

STANFORD III, JOHN

Philadelphia District

STEFFNEY, ROBERT

Philadelphia District

STILLWAGON, RONALD

New York District

STROLIS, RENEE

Philadelphia District

SULLIVAN JR, FRANCIS

Mid-Atlantic Div/DC Non-HQ

SUND, JOHN

Wilmington/Bear District

SWAN, RONALD

Boston District

SWEET, CHARLES

Philadelphia District

TAYLOR, GARY

New York District

TEMPLE, GREGORY

Mid-Atlantic Div/DC Non-HQ

THOMAS, DOUGLAS

Philadelphia District

THOMPSON, JEFFRY

Baltimore District

TIMMONS, VINSON

New Haven District

TOADVINE, JAMES

Philadelphia District

TRAINOR, DONALD

Baltimore District

VASSOR, JOCELYN

Washington, DC/HQ

WADE, ELIZABETH

Wilmington/Bear District

WALKER JR, FORREST

New York District

WALTON JR, ALBERT

Washington, DC/HQ

WARNER, BARRY

Wilmington/Bear District

WELCH, CATHERINE

Empire/Albany District

WILSON, DAVID

Boston District

WINTERBOTTOM, ALBERT

New York District

WONNEBERGER, CHARLES

New Haven District

YULFO, FERDINAND

New York District

35-Year Anniversaries

October 2006

BUCYK, CANDY

Chicago Metro District

GOBLE, MARTHA

Chicago Metro District

KOZIJ, WALLY

Chicago Metro District

MCILVOY, KENNETH

Washington, DC/HQ

SLAUGHTER, JERA

Chicago Metro District

WINGLER, LELANI

Twin Cities District

Retirees

September 2006

BOCKHOLT, JOAN

Boston District

BOURQUE, MAURICE

Boston District

CAMPOVERDE, JULIAN

New York District

CHAVEZ, FRANK

Los Angeles District

DAVIS, GALEN

Seattle District

DEAN, RUDOLPH

Detroit District

DOWD JR, JOHN

Philadelphia District

DREMANN, MICHAEL

Chicago Metro District

FAULK, BASS

Mid-Atlantic Div/DC Non-HQ

FLETCHER, EDWARD

Mid-Atlantic Div/DC Non-HQ

FOREST, EDWARD

Seattle District

FULLER, ANDREW

Los Angeles District

GARCIA, JOHN

Los Angeles District

GAYNOR, VIRGINIA

Philadelphia District

JAMIN, JOSEPHINE

Chicago Metro District

HALES, ERNEST

Philadelphia District

HARDY, CAROL

Jacksonville District

HENDERSON, ALONA

Philadelphia District

HUGO, PEGGY

Los Angeles District

HUNGERFORD, ROBERT

Wilmington / Bear District

HUNT, JEFF

Chicago Metro District

EMPLOYEE MILESTONES

Congratulations to All of You!

HUTCHINSON, RONALD
Seattle District

MOSS, ROBERT
Philadelphia District

RADOMSKI, JAMES
Chicago Metro District

SHAFF, ALZORA
Los Angeles District

THERRIEN, CHARLES
Empire/Albany District

JOHNSON, PRINCE
New York District

OWENS, ROBERT
Los Angeles District

REITHMEIER, GARY
Seattle District

SHOCKEY, CHARLES
Beech Grove District

THROOP, MURIEL
Washington, DC/HQ

MAXWELL, ROBERT
Boston District

PELLERIN, SONJA
Los Angeles District

ROHR, CAROL
Los Angeles District

STAGGERS JR, JAMES
New Haven District

TRIVETT, GWENDOLYN
Wilmington / Bear District

MOORE, WILLIAM
Sanford District

PETERS, ARCHIE
Mid-Atlantic Div/DC Non-HQ

SANDERS, JAY
Philadelphia District

STAPLETON, JUDITH
Philadelphia District

TYRRELL JR, EDWIN
Philadelphia District

MORRISSEY, PAUL
Boston District

PRICE, MONICA
New York District

SANOQUET JR, MAX
Los Angeles District

SWEIGART, MELVIN
Philadelphia District

VERDI, RICHARD
Philadelphia, District

Payroll Changes

continued from page 7

come with an extra-large check.

Other changes will mostly affect new employees. For example, when employees sign up for direct deposit, Amtrak will run a 'pre-note' test, which is a practice payroll run designed to verify the accuracy of the direct deposit information. Another change in this category is in tax withholding in areas where Amtrak has not withheld taxes previously or does not currently withhold taxes. If Amtrak doesn't withhold in a district, village or city, and a new employee lives there (or a current employee moves there), the employee will have to self-withhold any taxes that need to be paid for that locality.

As the Dec. 18 start date for these changes approaches, the Project iTrak team will be reaching out to employees throughout the system to discuss the changes and their impact.

For more information about these and other upcoming changes and their impact on employees, visit the Project iTrak pages on the Intranet under "Employees" or email questions to the Project iTrak team at mysap@amtrak.com.

Workshops Swing Into Action

continued from page 5

goals," said Staff Officer Kathy Huss.

The active participation of five Mechanical department managers was a critical component of the program. Serving as co-facilitators, Beech Grove Superintendent Lew Wood, Washington Assistant Superintendent B.L. Campbell, Boston General Foreman Tom O'Malley, Wilmington General Foreman Bill Steward, and Bear General Foreman Al Thomason led small group exercises and discussions. They worked in concert with Sandy and Don Shaw from Shaw Organizational Solutions, the vendor that developed the program with direction from an Amtrak project team.

Other members of senior management were also on hand to deliver various segments of the training program. Chief Mechanical Officer Vince Nesci stressed the importance of meeting customer expectations by improving performance fundamentals; and reviewed department goals, strategic initiatives and challenges for the future.

Among the feedback from participants were comments like, "This training program was very practical. It provided tangible tools and realistic techniques to take back and apply at the workplace."

October Ticket Revenue Results

continued from page 1

et for ridership and ticket revenue. Generating \$4.1 million, *Empire Builder* ticket revenue was 10 percent and ridership 7 percent ahead of budget.

Overall, long-distance service on-time performance for October was 43 percent, up from 28 percent in October 2005, primarily due to better host railroad focus on getting Amtrak trains over the road on some routes.

Short-distance trains performed in line with ridership and ticket revenue projections, bringing in \$24 million and attracting nearly one million riders, even though several services, including those in the three California corridors, *Carolinian*, *Piedmont* and *Downeaster* suffered as a result of lower gasoline prices and higher fares instituted mid-month.

Along the Chicago-Milwaukee corridor, *Hiawatha* service demonstrated steady growth

with increases over budget in ridership (3 percent) and ticket revenue (5 percent) for 24 consecutive months through October.

Due to BNSF track work in the Pacific Northwest, several Amtrak *Cascades* trains were replaced by motorcoach service, impacting performance and contributing to the ridership and ticket revenue results, both of which fell short of budget.

"The October performance was one of our strongest months we've seen. Ridership was strong across the system, positioning us well for our busiest travel period of the year, Thanksgiving week," said Barbara Richardson, vice president of marketing and sales. "Hopefully, the best is yet to come."

A Monthly Publication
for and by Amtrak Employees

A M T R A K

ink

Volume 11 · Issue 12 · December 2006



Web Site to Generate Investment in Station Rehabilitation

Leading the effort to bring together public officials and business communities across the country to revitalize train stations, Amtrak launched its Great American Stations Web site this month.

Acting as a central point for a range of station-related information, the site provides information and resources associated with station ownership, links to information about the Americans with Disabilities Act, background about potential funding sources for rehabilitation and upgrades, and advice on how to get started on renovations.

According to the site's editor, Suzi Andiman, the site is designed to foster partnerships with local communities to make investments in stations.

"Many stations are in need of renovations

that could greatly benefit not only the local community and traveling public, but also serve as an economic development engine in the heart of a city or town," said Andiman.

In addition to the site serving as a resource in and of itself, Amtrak's own know-how is being made available to communities who want to learn more about reinvigorating their stations. To that end, jurisdictions may direct their station renovation-related questions to Government Affairs department field directors. While Amtrak actually owns a relatively small number of stations around the country, its employees have a great deal of experience and knowledge to offer localities.



continued on page 6

November Results Set Multiple Records

Amtrak scored its strongest month ever in ticket revenue in November, collecting \$131 million, while also serving a record 600,000 passengers during the Thanksgiving holiday week. Additionally, it was also the heaviest lift of passengers for any November on record — 2.15 million.

Along with the strong Thanksgiving ridership contributing to the monthly ticket revenue results (which exceeded budget by 3 percent), *Acela Express* turned in an exceptionally strong passenger and revenue performance. *Acela Express* surpassed both ridership and revenue expectations by 12 and 15 percent, respectively. The combination of a number of factors — better on-time performance, faster service, higher customer satisfaction, adjustments in revenue management and a comprehensive marketing campaign — drove more passengers to the service.

A drop in *Regional* service ridership — 2 percent fewer passengers than expected — is partly attributed to more passengers moving back to *Acela Express* and also the drop in gas prices that created more demand this past summer. On the flip side, *Regional* ticket revenue was ahead of budget by 1 percent; an indication that customers find

value in the service despite the recent fare increases.

Long-distance train ridership and ticket revenue beat budget by 2 and 3 percent, respectively. Service to and from the Gulf Coast region aboard the *Crescent*, *City of New Orleans* and *Sunset Limited* saw increases over budget due to a rebound in travel demand to the area. In addition, the October fare increase resulted in incremental ticket revenue growth. Trains that performed particularly well against budget were the *Silver Meteor* (ahead by 5 percent), *Empire Builder* (4 percent), *Palmetto* (5 percent), *Crescent* (10 percent) and *City of New Orleans* (13 percent).

While actual ridership and ticket revenue were up for many short-distance trains, the decline in gas prices affected these trains in the same way it affected the *Regionals*. Ridership fell 3 percent of what was expected and revenue came in 6 percent below budget.

The strong overall results in November continued a trend started in October. Two months into FY '07, ridership was ahead of budget by 1 percent and ticket revenue was better than budget by 5 percent, or \$12 million.

H A P P Y H O L I D A Y S !

TRAIN OF THOUGHT

While I hesitate to make any predictions with only two months of the fiscal year under our belt, some good results have been accomplished so far. Ticket revenue numbers for November put us about \$12 million ahead of where we expected to be two months into the year (and on the heels of having booked a record \$131 million more in ticket revenue than the previous year).

We had a successful Thanksgiving week with a little more than 600,000 passengers — a record — and generally smooth operations. We made the best of our opportunity to make a good impression on a lot of first-time holiday travelers.

While some of our key indicators point to a good start so far this fiscal year, some significant challenges remain. On-time performance is among those at the top of my list. Despite a challenging beginning, *Keystone Service* on-time performance has improved in the last two weeks into the 80 percent range, and we just had our first 100 percent day this month.

The performance of many of our long-distance trains so far this fiscal year is up over the same period last year, and I'm cautiously optimistic about the trend. For example, the *Coast Starlight's* OTP this fiscal year (through Dec. 12) is 36 percent, compared to 3 percent the same period last year and the *Auto Train's* went from 21 to 61 percent. But while this incremental improvement is promising, OTP in the 30s, 60s, or anywhere in between, just isn't good enough for our passengers. We have more to do in this area and we will.

Another area I'm concerned about is the condition of our fleet and what the future holds for passenger rail equipment. Our aging fleet — Amfleet equipment in the Northeast is 30 years old — is nearing the end of its lifespan and presents a challenge for our mechanical forces. With state support for corridor service growing, one of the biggest challenges will be equipment acquisition, as the equipment supply community has shrunk to its lowest levels in a generation. While keeping our focus on keeping our equipment in good repair, we are beginning to plan a course of action for equipment in the near future, and hope to address this with more specifics shortly.

Another one of my key objectives with Amtrak is to build a culture of continuous improvement. That means building on the foundation we have established to work more efficiently and productively, with a focus on generating more revenue. It also means recognizing and repeating excellence across all of our functions.



Alex Kummant

You'll be hearing me talk about this a lot in 2007 and how this translates to what you do at Amtrak.

As far as our passengers are concerned, this means creating a customer-centric service culture. We're making strides in this area with customer service managers and an upcoming customer feedback system that will help address issues at the train, crew and individual level. We'll be designing service standards and training to support this so that our employees know what's expected of them and passengers know what they're going to get for their money. There's much more to be done to meet our customers' expectations and we will.

We have some of the most dedicated people in the industry, and overall, a highly skilled and talented workforce that is expert in its field. My mission is to change the misapprehension to the contrary by getting the word out about our accomplishments and competencies.

We may face operational and other challenges that are unique to passenger rail, but we are far from the image of a beleaguered railroad that may be popular among some people. As we build a culture of continuous improvement within our organization your job performance will be the decisive factor in whether we're successful. When we are, I intend to make it known far and wide.

In the meantime, I wish everyone a happy holiday season. Please stay safe and alert, especially those of you experiencing winter weather conditions.

3

New First Class Acela Express menu Offered

4

New Workstations Facilitate Efficient Ticketing

5

NEC Infrastructure Improvements Enhance Service Reliability

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Customer Comments Reflect Service Improvements

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PROMOTIONS IN MOTION

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Engineering Groups Demonstrate Commitment to Safety

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EMPLOYEE MILESTONES

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President's Service and Safety Awards Recipients

Amtrak Ink

Vol. 11, Issue 12, December 2006

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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New First Class Acela Express Menus Offered

Latest Ingredient in Recipe for Improvement

Amtrak upgraded its food and beverage service in *Acela Express* First class this month, as part of an overall effort to improve the train's service quality across the board.

Responding to opinions voiced by both passengers and employees, the Customer Service department designed an upgraded meal service that better reflects the first-rate service expected in First class on Amtrak's premier train.

The new menus offer freshly prepared meals and a wider selection of options served on china with glassware and flatware, as well as a rotating selection of white and red wines poured from the bottle. The menus replace frozen pre-plated meals that were served in plastic casserole dishes and plastic ware with only one hot entrée selection.

"Our passengers and employees told us loud and clear that the previous *Acela* First class meal service did little to distinguish the service, and focus group participants questioned the value of taking *Acela* First class for future trips," said Food and Beverage Director Pete Humphreys.

A choice of freshly prepared hot entrées is now available during breakfast and dinner meal service. Breakfast options include an

omelet (Southwest, Tuscan, Mediterranean or three pepper) and French toast or Belgian waffles, each with a fruit compote.

Dinner selections comprise items such as pesto chicken and seared salmon with an assortment of vegetables. The popular "lighter fare," which is a sampling of bite-sized treats such as Genoa salami, mozzarella cheese, artichoke quarters and green and black olives served with crackers, continues to be a dinner option and has been added to the lunch menu. Other items on the lunch menu include a fresh sandwich and a variety of entrée salads served with a cup of soup.

The selection of white and red wines, now available during lunch and dinner service, is offered by the glass. The types of wines on the menu will change with the start of each new menu cycle.

In effect through May, the new series of fall/winter menus comprises four two-week rotating cycles, to ensure that *Acela Express*' frequent travelers experience a broad assortment of meals and wines.

To guide the transition to the upgraded service, a working group of lead service attendants (LSAs) developed a new set of service procedures for the two LSAs respon-

sible for First class meal service on each train. A training session that included an instructional video demonstrating proper food preparation and service delivery, with guidance from Vice President, Customer Service Emmett Fremaux and Assistant Vice President, Transportation Tom Schmidt, was held prior to the launch of the new meal service.

This change is one component of a comprehensive strategic initiative, the NEC/Acela Service Improvement Program, designed to raise the standard for *Acela Express* service. In October, a new NEC organizational structure was created to achieve one single strategic goal: deliver top-quality customer service on *Acela Express* and *Regional* trains. The new divisional structure includes the Northeast Division (consolidating the former New England and New York Divisions), the Mid-Atlantic Division, and the newly established NEC Service Operations Division, which is responsible for all on-train customer service on *Acela* and *Regional* trains from Washington to Boston.

This initiative's four-pronged focus on building a customer-centric service culture;

continued on page 7

Stations To Receive New Quik-Trak Kiosks

Beginning with the installation of three new machines at Washington Union Station this month in "beta" or test mode, Amtrak will begin early next year a nationwide replacement of its self-service ticketing kiosk, Quik-Trak. The new machines will be easier and faster to use and also integrate new features for enhanced accessibility for visually impaired customers.

As one initiative in a broader program by the Marketing and Sales department to continue to improve customer service and convenience, the new Quik-Trak machines will be the first of several customer-facing technological improvements, including the eventual implementation of customer electronic ticketing capability.

In this large-scale project, the company will install 198 new machines in 80 locations throughout the country — an increase of 22 machines at 13 additional locations compared with the previous Quik-Trak deployment. Washington's Union Station will be the first location to put the machines to use; a systematic ramp-up of installations will follow in February 2007.

Like the older version they replace, the new machines allow customers the flexibility and convenience of either ticketing their reservation made through another sales channel, such as Amtrak.com, or booking and issuing their own tickets at the station. The new models, however, also offer improved navigation, brighter, fresher graphics similar to those on Amtrak.com, and upgraded touch screens that offer greater screen selection accuracy and overall reliability. In addition, the new units are designed to support the requirements of coming features associated exchanges, refunds and electronic ticketing, as they go on-line over the next two to three years.

"We're proud of the newly designed machines because of their ease of use, new standard in accessibility and forward-thinking design," said Mike Toczylowski, marketing director, Station Sales Support.

In recognition of the department's effort to upgrade the machine's functionality and



Marketing Director, Station Sales Support Mike Toczylowski poses with the new award-winning model of the Quik-Trak machine at the Kiosk Information Systems factory in Louisville, Colo.

design, the new kiosk was awarded the 2006 KioskCom Gold award for Outstanding Achievement, Travel & Hospitality Self-Service.

New Workstations Facilitate Efficient Ticketing

Ticket agents at 230 stations across the system are now using up-to-date workstations as a result of a comprehensive computer replacement program. The technology improvements associated with this upgrade include debit card acceptance at ticket offices, faster processing speeds and enhanced security measures that greatly expand station booking and ticketing capability and reliability.

The workstations have an updated look and provide several significant features and benefits. The new 17-inch flat panel displays are only a few inches thick, use less power and require less counter space than standard monitors. "And the larger, brighter displays make it much easier to read the ticketing information on the screen," said St. Paul-Minneapolis Ticket Agent Tony Raimondi. New monochrome laser printers replace the old dot-matrix technology and allow agents to print job aids and other material directly from the Intranet. Ticket agents with any problems accessing the Intranet pages should contact the Amtrak Technologies Help Desk.

The operating system installed in each computer provides greater system security with improved lockdown features that better protect financial data by preventing unauthorized intrusion. Among other benefits, the computers' capabilities may be expanded in the future to print automated baggage tags and provide online training for Quik-Trak and other programs.

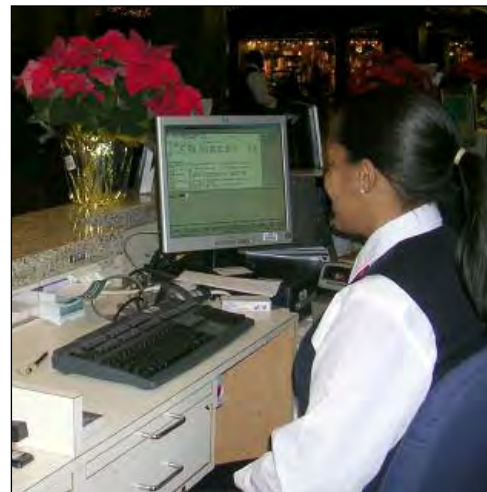
The Sales Distribution and Customer Service department managed the installation of the 734 new Hewlett Packard workstations at 230 stations (including four in Canada),

ranging from the smallest one-agent stations to the largest multiple ticket window facilities.

"The installation was completed in record time, beginning just after Labor Day and ending the week before Thanksgiving," stated Sales Support Officer Carleton MacDonald. "The new systems replace computers that were over six years old and were at the end of their service life. If we had not replaced the old computers, out-of-service costs and localized computer outages would have increased significantly."

Additionally, all staffed stations are being equipped with new computer keyboards and debit pin pads that allow passengers to use pin-based debit cards (debit cards that have a pin number) to pay for their purchases. The keyboards are equipped with a slot to swipe the debit card to enable ticket agents to accept both automatic teller machine (ATM) cards and debit cards displaying the MasterCard® or Visa® logo. A bar code reader also speeds refund and exchange transactions. The debit pin pads are at all stations and the keyboards will be installed at most of the major stations by the end of this month and at smaller stations starting in January.

"Although Quik-Trak has accepted pin-based debit cards for years, the stations didn't have this capability until now," explained MacDonald. The expanded use of pin-based debit cards will significantly reduce the bank fees that Amtrak pays to handle credit cards. "Passengers have the option to use debit cards when purchasing tickets, and ticket agents have another tool for providing better service to our customers," added Chicago Union



Using one of the 26 new workstations at Washington Union Station, Lead Ticket Agent Karen Larkin reviews a reservation.

Station Lead Ticket Agent Patty Daliege.

"Rolling out this computer replacement project systemwide took a collaborative effort from individuals in many departments, and I appreciate all their support," stated Senior Systems Engineer, Revenue Systems Duane Giles. This includes Amtrak Technologies who programmed and distributed the new machines, Sales Distribution and Customer Service who arranged for their installation, the station employees who cooperated with the installers, and VIA Rail Canada employees who integrated the Amtrak machines with their equipment.

Contributed by Carleton MacDonald and Duane Giles.

New Employee Identification Cards Issued This Month

The first of the new Amtrak Employee Identification Cards are being issued this month to employees and office contract personnel who were photographed earlier this year. The new corporate identification card is designed to control access to Amtrak property, thereby improving security and safety in the workplace.

Beginning Jan. 15, the previously issued identification card will no longer be valid as an employee identification card. However, the card will continue to serve as a Rail Travel Privilege card or "flash pass." A new style rail travel privilege card being developed by the Marketing and Sales department for use by all employees, retirees, and their eligible dependents is expected to be available in late 2007.

In addition, the previously issued card will continue to be used to gain electronic access to buildings, for time and attendance, and for use with the Supply Pro system.

The new Amtrak Employee Identification Cards are being delivered to department Vice Presidents and General Superintendents, who will manage distribution within their respective departments. Under strict security guidelines, department managers will be required to certify that the identification cards were properly distributed in compliance with written instructions that govern the distribution, ownership, use and storage of the cards.

The only exception to the distribution plan is that Washington-area office contract personnel are required to pick up their new identification cards in person at corporate headquar-

ters in Washington.

Starting Dec. 18, employees who have not yet been photographed for the new ID card must visit one of the eight Amtrak Police and Security Card Production Offices. A list of the card production offices and locations is available on the Intranet under "Security." Employees will be handed their new identification right after they have their photographs taken. No appointment is necessary, and employees must bring valid government-issued photo identification, such as a driver's license.

Like the previously issued card, the new card must be displayed above the waist at all times while on Amtrak property. New policies regarding the new identification cards are posted on the Intranet under "Security" then "Security Policies and Procedures."

Infrastructure Improvements Contribute to Reliability

Guided by the railroad's Strategic Reform Initiatives, the Engineering department is currently working on a number of projects to return the Northeast Corridor infrastructure to a state of good repair, improve operational reliability and further reduce trip times.

At the start of the fiscal year, speed increases were achieved as a result of the Track group's curve geometry analysis of the track between Washington and New York. This resulted in a five-minute savings to the *Acela Express* fall schedule.

Also in October, the installation of new concrete ties and turnouts was completed along the Keystone Corridor, yielding speed increases in some areas from 60 to 110 mph. This improvement was one of the major operational changes that made possible the launch of the all-electric, faster and more convenient *Keystone Service*.

"Many of the individual projects we're working on now will improve reliability, rather than contribute to faster travel times," said Dave Staplin, deputy chief engineer of the Track group. However, he noted that as the incremental gains from these projects accumulate, significant schedule improvements are achievable.

Throughout the Northeast Corridor, work is ongoing to replace obsolete infrastructure.

Track components, including wood ties and ballasts, are being replaced and curve alignment geometry is being modified so trains can move faster and more efficiently. Other projects include the replacement of several bridges that have reached the end of their lifespans.

Staplin added that the project that would contribute the most to reduced travel times on the Northeast Corridor in the future is the replacement of the catenary on the south end. "This would allow trains to move at substantially higher speeds, but there's no funding for this project yet."

While the north end electrification work completed in early 2001 cost an estimated \$500 million, replacement of the catenary south of New York would cost substantially more. In the interim, Amtrak's engineers are seeking less-costly solutions capable of achieving some speed increases.

Along the Keystone Corridor, work currently underway supports its operational reliability. With the routine replacement of wood ties this month, the curve and track modifications for this project will be complete west of Paoli. A new phase of improvements will begin in 2007 that includes replacing the remaining wood cross-ties with concrete ties and installing continuous welded rail on tracks primarily used by SEPTA between Paoli and

Overbrook. Furthermore, to support the operation of the new interlockings on the line, the C & S group will be constructing several remote control panels in the coming months.

In addition to the work in Pennsylvania, the Track department is working with a consulting firm and the Federal Railroad Administration on a project to develop better transitions from tangent or straight track to curves, which will improve ride comfort and enable faster trip times for passengers.

There are other developments for curves. Currently, FRA guidelines call for a maximum seven-inch cant deficiency. Cant refers to the raising of the outer rail on a curved track to allow for higher speeds. Cant compensates for the lateral force as a train travels around a curve. If a track is canted to the level required for the maximum speed of the fastest train, the level of tilt will be too high for a slower train, thereby requiring a cant deficiency. "In layman's terms, cant deficiency is a compromise degree of elevation that allows both the fastest trains as well as slower trains to share the same track," said Staplin.

Amtrak is currently working with the FRA to determine if a nine-inch cant deficiency can be achieved, which would raise operating speeds and reduce trip times. Although not permitted in the U.S., this degree of cant deficiency is accomplished abroad on high-speed passenger rail lines.

Another major undertaking for the railroad involves work by members of the Structures group to replace the nearly 100-year-old movable Thames River Bridge between New London and Groton, Conn. In its second year, this \$76 million project will reach its most critical phase during spring of 2008, when the drawbridge span will be replaced with a vertical lift. The process will take nearly two weeks to complete and will require the closing of the bridge for a period of three to four days. During that time, Amtrak plans to provide motorcoach service in Connecticut for its passengers traveling in the direction of New York and Boston.

Longer-term improvement projects that are budgeted include a plan to modify the catenary structure on the Hellgate line from Penn Station to New Rochelle in 2009. The track structure on the Hell Gate Bridge will also be replaced, taking advantage of work



Photo: Bruce Page

New York Division track employees re-construct a portion of 'A' interlocking at New York's Penn Station, work that will help reduce switch failures and improve on-time performance along the Northeast Corridor.

Customer Comments Reflect Service Improvements

Poor on-time performance was the basis for more than half of all complaints logged by Amtrak from passengers in the fourth quarter of FY '06 (July to September), according to numbers just released. During this period, 86 percent of all delay minutes (per 10,000 train miles) were caused by host railroads, while Amtrak-responsible delays accounted for 8 percent and third-party causes were 6 percent.

While passenger satisfaction with Amtrak service is consistently dogged by poor on-time performance, Amtrak remains committed to working to improve performance with the freight railroads over which its trains travel.

Overall, the company saw a 15 percent increase in the number of contacts through letters, phone calls and e-mails over the same period last year. The 64,790 contacts made in the fourth quarter comprised complaints and commendations, each of which dropped over the prior year; complaints and commendations per 1,000 passengers both declined about 7 percent in the fourth quarter. The higher number of contacts but drop in complaints and commendations suggests that customers are covering fewer issues per contact than the same period in FY '05.

Management's strong focus on recognizing outstanding service and addressing poor service seems to be paying dividends; complaints about on-train personnel dropped by about 17 percent compared to last year. In addition to the start of the customer service manager program, more

targeted content in the block training program may have contributed to the improvement. Because on-train employees tend to interface with customers for longer periods than other employees, the majority of complaints (68 percent) were associated with on-train personnel.

Equipment complaints in the fourth quarter declined about 17 percent, a reflection of the important role the fleet maintenance program plays in improving service. The Mechanical department's overhaul program — including 55 locomotives and 270 coaches done in FY '06 — and regularly scheduled maintenance continue to improve equipment reliability and availability.

Negative comments about the restrooms consistently top the list of equipment complaints; however, there were many fewer in the fourth quarter compared to the same period in FY '05.

In addition to responding to customer comments, the Customer Relations department reaches out to passengers who traveled aboard trains that had extraordinarily trying trips. Extreme delays aboard trains that had restrooms that didn't function and poor information from on-board employees are among the historical data the group reviews. In the fourth quarter, the group made 326 calls offering apologies and providing any other needed service recovery. Doing so has generated very positive feedback and goodwill from passengers.

Nearly 90 percent of the comments from customers are made through calls to Customer Relations staff.

FRONT LINE FOCUS

Dear Amtrak:

I want to write to tell you what an exemplary Station Agent John Murphy is in managing the Amtrak Station in Davis, Calif. I've been impressed with a number of the Amtrak conductors and agents ... since I started using Amtrak two years ago but John Murphy is simply outstanding. I am amazed at how he can calmly deal with a line of frantic customers who show up 5 minutes before the train is to arrive to buy their tickets (and get tickets to everybody on time). His knowledge and ability to communicate about how Amtrak operates is apparent in every one of the answers he is called upon to give.

He (almost single handedly) creates a calm and pleasant atmosphere in the Davis station and makes it a station that people want to frequent. He is unfailingly polite to every Amtrak customer he helps. If there is a train delay, he finds out what is happening and communicates that information clearly so that there is a minimum of frustration and confusion.

Please thank Agent Murphy for the outstanding job he consistently does for everybody. It is very much appreciated!

Sincerely,

Passenger from Davis, Calif.

Station Web Site

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While the site was launched featuring the stations along the *Empire Builder* route, it will ultimately feature all of the stations Amtrak serves.

"As we build the site on a route-by-route basis, we have the opportunity to really tailor it to the needs of its end-users," said Senior Director, E-Commerce Kathleen Gordon. The site will be continually updated with new routes; the *California Zephyr* is next.

The site also has the potential to become a great tool for the company's departments, as it provides useful station information in one central location. The site is found at www.greatamericanstations.com

The core members of the team that developed the Great



The development of the stations Web site requires a collaborative effort from numerous departments. Front L to R: Senior Director, E-Commerce Kathleen Gordon; Editor Suzi Andiman; Lead Production Designer Nan Fredman; Manager of Intranet Systems Robert Merrill. Back row L to R: E-Commerce Creative Director Roger Seitzinger; Vice President, Government Affairs Joe McHugh; Senior Designer and Publisher Steven Alexander; Chief Corporate Communications Bill Schulz and Project Manager, Intranet Systems Rod Moss. Not pictured: Senior Director, OBS and Station Operations Pat Willis; and Operations Supervisor Dan Valley.

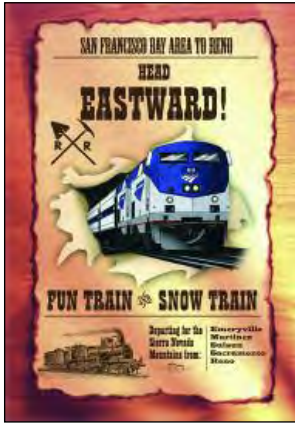
American Stations Web site reflect the multi-department collaborative effort behind the endeavor. Accomplished mostly in-house, the project required contributions from the E-Commerce, Amtrak Technologies, Government Affairs, Customer Service and Corporate Communications departments.

Winter Travel Season Offers Festive Options

Reno Fun, Snow Trains Attract Vacationers

Amtrak and Key Holidays are partnering once again this year to bring an estimated 11,000 winter fun seekers the opportunity to enjoy some of our nation's best scenery and live entertainment aboard the Reno Fun Train.

Started in 1963 by Southern Pacific Railroad and the Reno Chamber of Commerce as a way to get travelers to Reno during a slump in the tourist season, the famous Reno Fun Train will depart on Jan. 5, 26, Feb. 9-23, and March 2-30 on Fridays from



Emeryville, Martinez, Suisun and Sacramento and returns on Sundays. The Fun Train features a dance car with a live band, a great dome sightseer lounge, a piano lounge, a souvenir mini-mall and strolling minstrels.

Winter vacationers may also take advantage of the Reno Snow Train, which departs Tuesdays and returns on Thursdays Jan. 30 through March 13. The service is a great way to see the Sierra Nevada mountain range and includes a historical narration about the countryside during the trip.

Each Fun Train and Snow Train features themes such as Mardi Gras, Valentine's Day and Country Music with decorations, contests and prizes. Brochures for the trains are available at stations in the Bay Area.

Those interested in the Fun and Snow trains may visit KeyHolidays.com or call 1-800-783-0783, as Amtrak does not handle bookings for either train.

Florida Event Draws Many; Offers Employee Discount

The 18th Annual Zora Neale Hurston Festival of the Arts and Humanities kicks off

in Eatonville and throughout the Orlando, Fla., area Jan. 20-28. This year, Amtrak employees will have the opportunity to enjoy the festival with a special discounted rate of 10 percent off advance ticket purchases for all events by showing official employee identification.

The 2007 festival marks the second year of Amtrak's participation in this nine-day Florida festival, which in part, celebrates the life and work of 20th century writer, folklorist and anthropologist, Zora Neale Hurston.

The multi-disciplinary event draws more than 50,000 local and out-of-town festival-goers each year and has been named "One of 25 Cultural Tourism Success Stories in the United States" by the National Trust for Historic Preservation.

"We are proud to take part in the festival, which not only celebrates diversity but helps to commemorate an outstanding figure in American literature," said Dennis Lyons, Amtrak Florida marketing manager.

For more information, visit www.zorafestival.com or call (407) 647-3307.

Acela First Class

continued from page 3

improving on-time performance and trip times; improving equipment cleanliness, reliability and availability; and improving product offerings and amenities is expected to boost market share, ridership and revenue for *Acela Express* and *Regional* trains. The two services combined account for approximately 54 percent of national ticket sales, more than \$725 million annually.

One example of this approach is the implementation of at-seat cart service now offered aboard Business class on selected *Acela*

Express trains. "The at-seat cart service we've been offering for the last couple of months has been well received by passengers and is yielding revenue increases," said Lenore Slimbock, general superintendent, Northeast Corridor Service Operations.

Another upcoming *Acela Express* product improvement includes leather seats in First class. Progress in the service delivery area is expected with more targeted training, coaching and front-line management support of on-train employees, with performance measurement systems guiding the progress.

NEC Infrastructure

continued from page 5

windows required for the electrification work.

Staplin credits Amtrak's strong relationships with many of its state and regional transit partners with yielding very beneficial outcomes for the railroad. "The projects we've completed with the financial support of our state partners have resulted in outcomes that improve Amtrak performance overall, including projects with PENN Dot, New Jersey Transit and the Long Island Railroad, MARC and RIDOT."

Human Resources, Payroll Forms to Change

On Dec. 18, many of the forms associated with certain Human Resources and Payroll processes will change, such as:

- Leave of Absence
- Bid and Bump
- Recruitment and New Hire Integration

A 'How-To' Guide that provides step-by-step instructions on these changes is posted on the Intranet site under "Employees," then "iTrak." If you have any questions about the guide, please contact mySAP@amtrak.com or your local HR office.

Holiday Reminder

During the holiday season, it is important to be mindful of the company's Ethical Conduct and Conflict of Interest Policy, 1.3.1 of Amtrak's Policy and Instruction Manual (on the Intranet under "Library"), which precludes the acceptance of any gift valued in excess of \$50. No employee may solicit a gift of any value.

If you have any questions about the policy, please check with your supervisor.

Engineering Groups Demonstrate Commitment to Safety

Mid-Atlantic Group Reaches Milestones

Engineering's Bridge and Building employees located at the north end of the Mid-Atlantic Division are a true testament to "do a job safely, or don't do it at all." Through Dec. 6, these employees have worked over two years and accumulated more than 630,000 man hours without an FRA-reportable injury.

Bridge and Building North consists of 80 employees in the Lancaster, Wilmington and Philadelphia subdivisions who perform both maintenance and capital work, completing an average of \$3.5 million in capital projects each year. The group comprises Bridge and Building mechanics, structural welders, bricklayers, cabinet makers, bridge inspectors, ARASA supervisors and foremen, electricians, plumbers, machinists and building service specialists.

Among the projects completed over the past year, the Facilities group within B and B North installed lighting at two new interlockings, Cork and Connestoga, and installed numerous power feeds from the Communications and Signal huts along the Harrisburg Line supporting the C and S department's work.

"The work performed by these employees has a direct impact on the safety and reliability of our operation and, in turn, provides a tremendous service to our passengers," said Mid-Atlantic Division Engineer Joe Guzzi. "They have shown that you can work safely and at the same time be productive."

Wilmington B and B performed a bridge blitz that involved replacing 420 bridge timbers on seven undergrade bridges along the Philadelphia-to-Washington line and because of the cooperation of everyone involved, the 14-day project was completed in 10 days. The B and B group also installed two new aluminum signal bridges that spanned four tracks for the C and S department.

At the Lancaster and 30th Street stations, they installed thousands of linear feet of new rub rail and ADA tactile.

"To maintain such an excellent record, employees need to see 100 percent commitment from management and supervision immediately rectifying any safety concerns they may have," explained Assistant Division Engineer Carlo Carapucci. "I applaud their achievement and commitment to safety."

B and B Group Safety Streak Hits Four Years



The B and B Rehab Gang R-901 located in Perryville, Md., has surpassed 1,700 days without an FRA-reportable injury. The 15-person group builds, repairs and replaces bridges along the Northeast Corridor, and over the past year has worked at the BWI station replacing the 1,050-foot southbound platform.

Working together as a team for many years and always looking out for each other's safety has contributed to their tremendous safety record. According to Structures Production Program Director William Linaberry, "The gang has an excellent work attitude and is always looking for any improvements that can be made to do the job better and safer."

L to R: Victor Lundquist, Nelson Sutton, Dale Glick, Gerald Mellott, Raymond Singleton, Lazarus Adamopoulos, Steven Wilson, Jeffry Thompson, Stephen Dietrich, Mark Freyman, Robert Willnecker, David Landgraff and Thomas Miller. Not shown: David Settlemyer Jr., and Clifton Cook.

Employee Lauded for Customer Service

Capitol Corridor and San Joaquins Lead Service Attendant Robb Tatch (center) is presented with an award at the Oakland Convention and Visitors Bureau's (OCVB) second annual holiday "Heroes in Hospitality" awards luncheon on Dec. 5.

Joined on stage by OCVB luncheon presenter Mark Clement (L.) and OCVB Executive Director Manette Belliveau, Tatch received the "Beyond the Call of Duty" award for delivering exemplary customer service with a consistently positive and cheerful attitude and professional demeanor.



EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

November 2006

GALLAGHER, TIMOTHY

Detroit District

SANTIAGO, ROBERT

New York District

VENEZIA, JAMES

New York District

30-Year Anniversaries

November 2006

ALBERT, PAMELA

Philadelphia District

APODACA, VIRGINIA

Los Angeles District

BAILEY, HARRY

Philadelphia District

BANNON, SHIRLEY

Wilmington / Bear District

BARCZAK, JAMES

New York District

BASANAVAGE, LILLIAN

Philadelphia District

BEYNON, RICHARD

Philadelphia District

BIELECKI, DENNIS

Boston District

BRADLEY, MICHAEL

Baltimore District

BRISBON, SHIRLEY

Philadelphia District

BROWN, DAVID

Baltimore District

BROWN, ROBERT

Philadelphia District

CARLTON, JOHN

Wilmington / Bear District

CASTILLO, ENRIQUE

Philadelphia District

CIUPINSKI, JOHN

Philadelphia District

CORMIER, GENEVA

Chicago Metro District

CORSETTI, CLIFFORD

Boston District

CURRY, WILLIAM

Philadelphia District

DA CRUZ, JORGE

Chicago Metro District

DELANEY, THOMAS

Boston District

DODD, ROBERT

New Orleans District

DRAIN, BENNIE

New Haven District

DUNFEE, HARRY

Wilmington / Bear District

ECKARD, TIMOTHY

Philadelphia District

EZOVSKI, KENNETH

New Haven District

FIKES, THOMAS

Philadelphia District

FRANKLIN, KEVIN

Oakland District

GAGLIONE, KENNETH

New York District

GIRARDI, FRANCIS

Wilmington / Bear District

GOLDEN, MICHAEL

Chicago Metro District

GONTKOF, RONALD

Philadelphia District

GRIFFITH, THOMAS

Philadelphia District

GRONERT, KENNETH

New York District

HAGUE, BARBARA

Mid-Atlantic Dv/DC Non-HQ Dist

HARGROVE, BARBARA

Philadelphia District

HARRIS, ARNOLD

New Haven District

HEINTZ, KENNETH

New York District

JOHNSON JR, ALFRED

New Haven District

JONES, RICHARD

Philadelphia District

LANE, STANLEY

Philadelphia District

LANGAN, JOHN

Philadelphia District

LUCKE STEPHEN

Boston District

MADISON, CURTIS

Boston District

MARTENS, GARY

Chicago Metro District

MCDANIEL, CARL

Chicago Metro District

MCCLEARY, ROBERT

Philadelphia District

MCCONNELL, DIANE

Philadelphia District

MCNAMEE, JOHN

Baltimore District

MINNIEFIELD, HELEN

Philadelphia District

MOLINO, FRANK

Wilmington / Bear District

MOON, MARCUS

New Orleans District

MORAN, JAMES

Boston District

MORREALE, ANTHONY

New York District

NICHOLS, BRUCE

Wilmington / Bear District

ONDECK, JOHN

Mid-Atlantic Dv/DC Non-HQ Dist

O'ROURKE, JOSEPH

Philadelphia District

OWENS, ANN

Washington, DC, Headquarters

PALUMBO, ROBERT

Philadelphia District

PARRISH JR, ISAAC

New York District

PEBERDY, CATHERINE

Washington, DC, Headquarters

PELILLO, FRANK

New York District

PETTIWAY, WILBERT

Philadelphia District

PIRELLI, AMEDEO

Philadelphia District

POKOISKI, JOHN

Wilmington/Bear District

PRATT, VICKIE

Seattle District

PRUITT JR, WILLIAM

Philadelphia District

RAMAND, JOHN

New York District

RIETHER, THOMAS

New York District

ROBERTS, ROBERT

New Orleans District

ROBINSON, BRIAN

Wilmington/Bear District

SCHUTH, PAUL

Chicago Metro District

SEESTADT, FRED

Empire/Albany District

SHOOP, BARRY

Philadelphia District

SLATER JR, DONALD

New Haven District

SMOOT, LAWRENCE

Philadelphia District

SPENCE, FRANCIS

Wilmington / Bear District

ST LAURENT, ROGER

Boston District

STEWART, RUMELL

New York District

STOLL, RONALD

Baltimore District

SULLIVAN, JOHN

Empire / Albany District

TEAT, NORMA

Philadelphia District

THOMAS, NEVILLE

New York District

WALL, JOSEPH

Jacksonville District

WARD JR, ROBERT

Philadelphia District

WELSH, PAUL

Philadelphia District

YOHLER DOUGLAS

Beech Grove District

Retirees

October 2006

ALLRED, KAY

Salt Lake City District

ANDREEN, EDWARD

Salt Lake City District

ARBUCIAS, ARMANDO

Miami District

ARCEO, BENIGNO

Mid-Atlantic Dv/DC Non-HQ Dist

BERG MADILYN

Los Angeles District

BOONE, JAMES

Mid-Atlantic Dv/DC Non-HQ Dist

BUTCHER JR, BERTIE

Beech Grove District

CALHOUN, JEAN

Philadelphia District

CHALEFF, LAWRENCE

Los Angeles District

CLIME, JAMES

Philadelphia District

CRANE, JOSEPH

Boston District

DEEGAN, ROBERT

Philadelphia District

DIELEUTERIO, NICHOLAS

Wilmington / Bear District

EDWARDS, SYDNEY

Miami District

GAM, JOSEPH

Wilmington / Bear District

GILBRIDE, TERRENCE

Empire/Albany District

HAVENS, MICHAEL

Chicago Metro District

HEAVENS, CHARLES

Philadelphia District

HODGSON, WILLIAM

Philadelphia District

HOTCHKISS, WILLIAM

New York District

KENT, WILLIAM

Boston District

KING, TIMOTHY

Mid-Atlantic Dv/DC Non-HQ Dist

EMPLOYEE MILESTONES

Congratulations to All of You!

continued from page 9

LANO ROCCO
Wilmington/Bear District

LEE, PAK
Seattle District

LOFTON, WANDA
Washington, DC, Headquarters

MCKINNEY, GRADY
Miami District

MELLISH, WILLIAM
New Haven District

MENDIOLA, STEVE
New Orleans District

MOSSMAN JR, DENNIS
New Haven District

MULROONEY, THOMAS
New Haven District

NATERAS, JOSE
Chicago Metro District

O'CONNELL, JOHN
Philadelphia District

ORTIZ, JUDY
Los Angeles District

REED, LESLIE
Washington, DC, Headquarters

RUIZ SR, SALVADOR
New York District

SADLER, CARLOS
Oakland District

SCHAFFREN, EDWARD
Philadelphia District

SHOTT, GEORGE
Chicago Metro District

SMAHEL, KATHLEEN
Seattle District

SMITH, STEPHEN
Mid-Atlantic Dv/DC Non-HQ Dist

THOMAS, JOHN
Los Angeles District

UST, JOHN
New York District

VOTAVA, DANIEL
Seattle District

WALTERS, ELTON
Jacksonville District

WOOD, ELIZABETH
Seattle District

2006 President's Service & Safety Awards Recipients

Amtrak paid tribute to its extraordinary and dedicated employees at a President's Service and Safety Awards ceremony in Washington, D.C., in October. Congratulations to all of the employees honored!

Photos: William M. Leak, Jr.

ACHIEVEMENT



Melanie R. Bennett
Planning Specialist, Mechanical, Beech Grove, Ind.

In all aspects of the Work Management System (WMS), Melanie R. Bennett is Beech Grove Shops' resident expert. Melanie began her Amtrak career in February 1990 and was promoted to planning specialist in 2005. Melanie has devoted countless hours to training Beech Grove employees how to use WMS, which

included instructing foremen on an individual basis at their work sites so they would be prepared to enter payroll data accurately into the system.

Melanie Bennett's training program had a positive impact on the company's transition to the new WMS payroll system. She printed diagrams that reinforced her training and provided other reference material for her classes. Assistant Superintendent Ray McKim remarked, "She not only trained my entire group of foremen on how to enter labor data, but also on how to link that data with the material we use. Mel has worked on getting reports from WMS that can help us in making decisions to save both time and material." Melanie also teaches the Beech Grove's WMS users to create precise records for each component worked in the shops.

Melanie Bennett is conscientious, hard working and always produces a valuable work product. Her vibrant personality, abundant patience and total dedication helped facilitate the success of training a very diverse work force.



Anthony R. Blount
Machinist, Mechanical, New York, N.Y.

Anthony P. "Tony" Blount, hired as a machinist in February 1976, is a 30-year Amtrak employee in the Mechanical department. Tony not only performs routine maintenance, but also designs and constructs tools and equipment, which has increased productivity and efficiency and reduced the risk of injury.

One of his recent innovations, the Rail King Wheel Remover, is a cart that makes it easier to replace wheels with larger ones used to move cars over the wheel truing machine. His Diaphragm Platform design, which is a platform that wraps around a car's diaphragm, has eliminated the need for employees to stand on ladders while working on car diaphragms. Another design for a primary suspension extractor, which clamps to the suspension to pull it from the truck, helped address an injury risk.

Equipment Investigator John Gray stated, "Tony is a day-to-day leader and is an employee who stands out in the workforce." Anthony Blount has been described by many as a conscientious, dependable employee who is a leader as well as a team player. He possesses great integrity and strives to find ways to help his fellow workers. His dedication and fabrication expertise are appreciated by all who have had the honor of working with him.



Kenneth Bunetta
Ticket Clerk, Transportation, Fort Lauderdale, Fla.

Kenneth Bunetta started with Amtrak in 1973 as a baggage clerk and from there he went into ticketing and training before moving to his current job.

During Hurricane Katrina and its aftermath, all stations in South Florida were closed except one. These stations had no electricity or phone lines, so Ken took it upon himself to travel to each location and manage payroll and revenue issues manually so that the Finance department would have its daily figures. He was also instrumental in cleaning up various locations. Ken took it upon himself to drive, at his own expense, to inspect and help clean debris at several stations to facilitate a return to service. He maintained open communication with his district manager, fellow employees and CSX on the condition of the railroad. Thanks in part to Ken Bunetta and his daily contact with CSX and management, Amtrak's operation returned to service earlier than anticipated.

Ken does his job with perfection, he is well organized and demonstrates a high degree of loyalty, trustworthiness and enthusiasm. Ken's leadership, drive, positive attitude and integrity are infectious. He improves the performance and attitude of everyone with whom he comes in contact.



Kevin F. Chambers
Manager - Budgets, Mechanical, Washington, D.C.

Kevin F. Chambers began his career at Amtrak in 2003 and he currently works at the Ivy City Maintenance Facility as manager of budgets.

Kevin created a computer-based account coding program, the Mechanical Help Desk, which is used 24 hours a day, seven days a week, by over 100 mechanical employees in Washington and Philadelphia.

His passion for helping people drove Kevin to create the program, which is designed to assist mechanics, supervisors and managers in choosing the correct account for materials used in performing various mechanical functions.

The beta version of the program, which was rolled out in December 2004, was an immediate hit. Within a year, coding errors in the Mid-Atlantic Division were reduced by nearly 98 percent.

Master Mechanic Michael Kapela, Kevin's supervisor, stated "Kevin's invention allows more time for the mechanics and their supervisors to make efficient repairs to equipment and to reduce time researching parts. He is one of the most innovative employees in my group. He thinks out of the box. He has helped the department to marry financial and mechanical business into one operation. That alone is an achievement."



Matthew B. Ercolino
Overhaul Engineer, Mechanical, Philadelphia, Pa.

Matthew B. "Matt" Ercolino started with Amtrak in November 2003 as a test engineer supporting Mechanical's High Speed Rail operation. A year later, he became engineer of capital programs and was subsequently promoted to overhaul engineer.

Matt played an integral role in an energy management study on the south end of the Northeast Corridor that involved documenting the amount of re-generated energy created by the high-speed trainsets during normal operations. Of particular significance was that, for the first time, there was hard data to support negotiations with commuter agencies regarding their proportionate shares of utility bills. As a result,

Amtrak receives a significantly greater proportion of savings from electric utility companies, estimated at \$2 to 4 million annually.

Matt's knowledge, enthusiasm, and thoroughness were unmatched and without his involvement, the project would not have been the success it was. Gerry McDonald principal engineer, Overhaul and Matt's supervisor, stated, "As much as Matt Ercolino contributes individually, he is always a team player and rises to the occasion whenever there is a need. He is well respected and exhibits the best of what Amtrak expects of all of us."



William F. "Billy" Forman, Jr.
Deputy Division Engineer, Engineering, New York, N.Y.

A fast-moving fire damaged Portal Bridge on May 13, 2005, also destroying the signal system and electrical lines that direct the movement of rail and river traffic, shutting down the bridge and interrupting service on the busy Northeast Corridor.

Responding to the fire report, William F. "Billy" Forman Jr. began developing a plan to restore service as soon as was safely possible.

First, Billy established criteria for the well-being of all of his employees and briefed them on the dangers as the burning ties treated with creosote filled the air with acrid smoke. Before the fire department had pulled away, Bridges and Buildings employees began rebuilding the walkways on the bridge, a Track gang inspected the rail and timbers and a construction crew was bringing cables, which would require Billy's ingenious plan for installation.

The fire was under control by 10:30 pm that night. Thanks to Billy Forman, the first train crossed Portal Bridge approximately 9 hours after the fire was reported.

The result of Billy's initiative is just one example of his working knowledge of the signal system. Additionally, his ability to lead others and commitment to partnership with the Transportation department allow thousands of daily commuters to travel safely and on time.



Kevin Houlberg
Laborer, Mechanical, New Haven, Conn.

Currently working with the Connecticut DOT Maintenance of Equipment facility in New Haven, Kevin E. Houlberg has been a Mechanical department laborer since 1990.

Kevin, responsible for the housekeeping of shop and yard areas, also oversees fuel deliveries. Although Kevin is not a mechanical inspector, his alertness in noticing an obscure fuel leak from a delivery vehicle prevented a massive environmental disaster from taking place. After noticing a defect in the truck's pumping system, he immediately shut down the process. An inspection identified a major crack in the main pipe. Had the pipe failed, the 4,000-gallon load would have discharged, necessitating an intervention costing up to \$20,000 for the immediate area, and far more, had the oil reached nearby sewers.

Clerk Sue Pellegrino, who receives fuel records from Kevin, said, "He is one of our best. He will always carry out a request when asked." His dependability and prompt response to conditions affecting the shop and yards contribute to a safe, clean work environment.

Kevin Houlberg's watchfulness when it mattered most saved Amtrak tens of thousands of dollars in remediation costs. Environmental Manager Rob Graham said, "I'm very pleased that he's on that job, not only for that one incident, but also his attentiveness and care. This distinguishes him from others."



Arthur R. Lawson
Police Officer, Police & Security, Baltimore, Md.

Arthur R. "Art" Lawson has been with Amtrak since November 1982, working in the Washington and Baltimore divisions of the Amtrak Police Department. Throughout his 23 plus years with the Police department, he has demonstrated a passion and love for safety, especially when dealing with school children. Art

excels in providing outreach programs through his presentations in the local community and school safety programs.

Art expanded the Operation Lifesaver Program to include DARE (Drug Abuse Resistance Education) — in 2005 he presented his enhanced program to over 3,500 school children. While a dollar figure cannot be placed on the outreach programs conducted by Art, it can be said that he has influenced the decrease in trespassing and fatalities incidents the Baltimore Division has seen. The division was once an area that had the highest incidents of vandalism along its right of way and in FY '05 the Mid-Atlantic Division, of which Baltimore has the majority of the right of way, recorded a 50 percent reduction in incidences of vandalism.

Art works many hours on his own time to conduct and improve his safety message. His supervisors say that Art demonstrates a passion and love for it that is rarely seen in any one person.



Peter J. Lovato
Electrician Technician, Mechanical, Sanford, Fla.

Peter J. "John" Lovato started with Amtrak in October 1990 in Seattle as an electrician before he joined the Mechanical department at the Sanford Auto Train facility in May 2001. In 2004, he was promoted to Electrical Technician.

As an electrical technician at the Sanford Mechanical department, John has many responsibilities that include Locomotive Service, Train Service and the rebuild of A/C and heat units for Superliner cars. John has shown an exemplary work ethic and has been a major asset to the *Auto Train* with his training programs and cost-saving ideas.

He has received several thank you letters from different departments, such as OBS, Terminal Managers and Mechanical, for a job well done when there was little time to complete repairs. John also received recognition for the hard work and long hours that he put in as a result of an *Auto Train* derailment in 2002. John has been directly responsible for more reliable and enjoyable service for our employees and passengers.

John Lovato is a team player that never says no to a job, no matter how tough or challenging it is. To quote of his supervisors, "If I had three more like John, I could retire. Amtrak is lucky to have John on its team."



John Schiffgens
Acquisition Manager, Procurement & Materials Management, San Jose, Calif.

John J. Schiffgens II started his career with Amtrak in May 2004, as the acquisition manager for the Caltrain Commuter Service in San Jose. In addition to doing a commendable job of managing all procurement for the Caltrain Commuter Service, during calendar year 2005 he also volunteered to handle all procurement activities for the Oakland Amtrak operation, and to participate in initiatives aimed at improving inventory management and material control.

While he was not required to perform any duties for other Amtrak operations or departments, John volunteered to double his responsibilities.

While he was not required to perform any duties for other Amtrak operations or departments, John volunteered to double his responsibilities.

John's contribution was enormous during the opening of the new Oakland Maintenance Facility in October 2005. He handled many emergency procurements and worked tirelessly with Operations and Mechanical management in Oakland to make the transition smooth. His efforts resulted in the on-schedule opening of the new facility, improvement of inventory processes and material control, all of which resulted in cost savings, productivity and equipment readiness.

John Schiffgens' achievements had a major impact on the public, in the form of better train service and on-time performance.



Michael D. Tomas
Senior Engineer Inspections & Specifications, Engineering, Wilmington, Del.

On April 15, 2005, *Acela Express* trains were taken out of service due to cracks in the brake rotors.

Michael Tomas, a three-year Amtrak veteran whose duties within the Engineering department were not related to *Acela's* braking system was asked by his supervisor, Mike Trosino, to provide some assistance.

Respectful and courteous, yet no pushover, Mike leveraged his experience and employed his tactful style to constructively guide the diverse group of stakeholders, which included equipment and parts manufacturers and the FRA, in the areas of testing and data measurement. He developed creative ways to mount and install testing hardware to get the required measurements to identify the root cause of the cracks. And Mike literally baked the mold for the strain gauges in his oven at home because Amtrak's oven had not yet arrived.

Mike Tomas is a proficient tactician who chooses finesse over force and collaboration over conflict. These qualities were invaluable in building consensus within the diverse group of stakeholders. While many people played a role in bringing the *Acela* fleet back into service, it is evident that Michael Tomas' data collection and measurement methods and hardware installation techniques were a substantial contributing factor to the solution.



Dan M. Valley
Operations Supervisor, Customer Service, Chicago, Ill.

After joining Amtrak in 1987, Dan M. Valley has held positions such as reservation sales agent, yard clerk, baggage and express handler, ticket clerk, and 12 years as chief On-Board Services.

As Operations supervisor, Dan's principal responsibility is to draft the Station Standards Manual. However, he has been deeply involved in many activities outside his job scope, such as developing a computer-based evaluation form for the new long-distance dining service, creating a catalog of frame options to be used at stations and developing — at his own initiative — a refunds/exchange fee report which analyzes the refund levels of stations. The report led to an increase in the number of refund fees collected and the number of locations collecting them. According to Joy Smith, assistant superintendent Passenger Services, "Dan has done a magnificent job working with the stations and increasing revenue through collecting refund fees. He has personally trained a number of agents."

Pat Willis, senior director On-Board and Station Operations and Dan's department head, described Dan as "A consistent, exceptional performer, and all of this is outside his job duties, which never suffer. He does a huge amount of work on his own time."

**Richard Williams**

Assistant Superintendent Road Operations, Transportation, New Orleans, La.

During the days prior to and following the Hurricane Katrina catastrophe along the Gulf coast, Assistant Superintendent Road Operations Richard “Butch” Williams provided rock-solid leadership while coordinating the evacuation of equipment and employees and creating a safe haven for both in McComb, Miss., which became a critical place of temporary shelter for many employees.

His counsel, experience and passion became hallmarks of his performance during the days immediately following the destruction. As a result of the storm, from which he personally suffered property damage, the ability to be mobile was challenging due to damage, loss of power and the limited gasoline.

Amtrak’s efforts to stage, position, staff and execute a rescue effort by rail at the request of the FRA was nothing short of astounding. Few people could have accommodated this task. Fewer would have had the support of employees who had just lost everything. He was the right person at the right time of need. Many others contributed to this effort, but it was Butch whose shoulders bore the burden of success regardless of the obstacles. We believe that the rescue train would not have happened without Butch Williams.

**Teresa D. Wright**

Statistical Clerk, Operations, New Orleans, La.

On Aug. 28, 2005, the day after Hurricane Katrina struck New Orleans and the Gulf Coast, Statistical Clerk Teresa D. Wright joined a small group of Train and Engine personnel taking refuge aboard Amtrak passenger cars that had been moved to safety in McComb, Miss.

For the next 10 days, she assisted the assigned cook and shopped for groceries and other necessities at the overcrowded and under-stocked Wal-Mart. She also took responsibility for employees’ clothes and ran errands, making it possible for the crews to continue operating Trains 58/59 north of Jackson, Miss. and later Hammond, La.

Despite not knowing the status of her home and some family members, she unselfishly gave her time and effort. On some days there were four employees, on other days there were up to 10, with families. After returning to her home in early October, she continued to offer her assistance to employees, performing a variety of tasks such as sending needed items to T & E employees without a home. After operations returned to the New Orleans base, Teresa continued helping other employees by providing basic necessities not available in New Orleans.



Gleysteen



Lawrence

Cascades Revenue Improvement Team

**Manager On-Board Services, Leland F. Gleysteen, Seattle, Wash.
Lead Service Attendant, Erik E. Lawrence, Seattle, Wash.**

Leland F. “Lee” Gleysteen is a veteran employee hired in July 1976, and is currently an operations supervisor. Erik E. Lawrence, hired in June 1991, is a lead service attendant on the Amtrak *Cascades* service.

Lee and Erik volunteered for a project to create and implement a Point of Sale (POS) system for the Amtrak *Cascades*. The POS system acts as a cash register, it tallies inventory and accepts and verifies credit

cards. It also enables the train’s LSA to provide better customer service.

Lee is an outstanding, organized, excellent project manager who successfully juggled the project, its contractors and his regular job. While working with the vendor who designed the software, Lee would think outside the box, making the process work for the state and for Amtrak’s Accounting department.

Erik was chosen to work on the project because of his attitude and work history. Of primary concern to Erik was that the system would work for the LSAs. He is soft-spoken, yet professional in every way — he is an LSA’s LSA. He was also helpful as a trainer and Point of Sale facilitator.

Because of the combined efforts of Lee Gleysteen and Erik Lawrence, the company has a viable POS system on the Amtrak *Cascades* that is a blueprint for future POS projects.

BUSINESS DIVERSITY

Joy S. Smith

Assistant Superintendent Stations Operations, Transportation, Fort Worth, Texas



An Amtrak veteran of 27 years, Joy S. Smith is currently assistant superintendent of the Southwest Division.

Joy mentors and motivates fellow employees to be the very best. With unrelenting consistency, she reminds her people to “be a blessing to someone; to others, today.” Her diplomatic skills create an environment that composes workplace diversity into a harmony all want to sing. Joy’s activism and defense of inclusion for all has brought her acclaim from every department. Her advice on representation initiatives is regularly sought from the highest corporate offices.

Joy often attends diversity events outside of Amtrak. Her participation in the 2005 National Forum for Black Public Administrators is evidence of this commitment. She has been on the speakers’ circuit across the Southwest extolling the virtues of respect, justice and trust in tribute to all life circumstances. Richard Phelps, general superintendent for the Southwest, has described Joy Smith the best: “She is an awesome personification of our values and goals of simply joining people in triumph over prejudice. She is our go-to person when a role model is needed toward these ends.”

Joy Smith was recipient of Amtrak’s highest honor in 2000 — a President’s Service and Safety Award for Sustained Excellence.

**Patricia J. Willis**

Senior Director, On-Board Service & Station Operations, Chicago, Ill.

Patricia J. “Pat” Willis came to Amtrak in July 1972, as a passenger service representative, and was promoted to supervisor after only eight months. Pat’s responsibility is to develop customer service standards for on-board and station services, and this is especially true for those requiring special assistance.

Kevin Scott, chief of staff Customer Service, reports that when Pat speaks at the Transportation department Supervisors Workshop about diversity, she “not only teaches the mechanics, but injects the emotion of the subject.” Pat demonstrates a genuine and visible desire to explain the importance and positive impact that diversity has on workplace relationships and Amtrak’s customers.

Kevin Marshall, director Employment Diversity, credits Pat's use of her institutional knowledge to integrate the very technical requirements of the Americans with Disabilities Act (ADA) into the operations. In addition, Pat works with Amtrak's Customer Advisory Committee on matters related to customers with special needs.

Pat Willis consistently finds opportunities to profess to her staff, business associates and peers Amtrak's key value of diversity: recognizing and embracing the value of diversity in customers and co-workers. As she has done throughout her career, Pat continues to be a champion for Amtrak's customers, and especially for those who are disabled.



Crawfordsville High School

Crawfordsville, Ind.

Dr. Helen Hudson's Crawfordsville High School 11th and 12th grade Honors English students refurbished the

Amtrak station in 2005, which had become an eyesore. Their efforts have won the attention and purse strings of the mayor, city council and numerous organizations and citizens.

Thanks to the students' perseverance, city funds, local contributions and a couple grants, the station got a significant facelift. As a result of the effort, a number of enhancements were made, including new glass windows; landscaped gardens; a fence; a couple coats of paint; a "Welcome to Crawfordsville" sign, which they installed; better lighting; and the reconditioning of the heating and air system, which was done by the vocational class at the high school. The students plan to expand their efforts by adding tile flooring and a piece of furniture to display Amtrak brochures and information about Crawfordsville.

The group hauled off over 60 bags of trash and worked with CSX to have scrap material across the tracks removed, and had old asphalt removed from the property.

Their effort earned them the Jolene Molitoris Golden Spike Award sponsored by Indiana High Speed Rail and an Indiana Main Street Downtown Design of Downtown Public Improvement award. The project was also awarded a Learn and Serve Indiana grant with which the students plan to replace the crumbling historic sidewalk to the station.

BUSINESS DIVERSITY

Gary C. Stafford

Equipment Engineer, Engineering, Providence, R.I.

Gary C. Stafford has shown continuous dedication, drive and initiative with regard to environmental improvements in the New England Division. Gary works on environmental issues in addition to his normal duties as equipment engineer for Maintenance of Way roadway equipment. Gary's efforts have resulted in environmental improvements and have shown that Amtrak is an environment-, health- and safety-conscious company, increasing goodwill with federal and state environmental regulatory agencies.

Gary has taken the lead in making the division compliant with all federal and state regulatory agencies. He has pioneered the use of vegetable-based hydraulic fluid, which is not as polluting as mineral-based fluids, in roadway equipment.

As a result of Gary's high degree of environmental awareness, the last

environmental audit for the Providence MOW base resulted in zero complaints. Gary also pioneered the development of the Providence MOW base wash track, which was recently featured in *Amtrak Ink*. This wash track allows equipment and trucks to be pressure-washed with no harm to the environment.

Gary Stafford works long hours and is always available by phone. He responds quickly and, when able, travels to locations in the New England Division that experience environmental obstacles.

PROJECT EXCELLENCE



James W. Harris

Construction Manager, Engineering, Philadelphia, Pa.

James W. "Jim" Harris is a construction manager who managed the replacement of 28 concrete wayside turnouts and concrete frog turnouts on the Harrisburg Line. He was also responsible for maintaining safety, schedule and financial performance and communicating with Transportation and the three other

Engineering disciplines during that time. Additionally, Jim was the liaison with Norfolk Southern (whose freight trains operate over the line along with Amtrak's daily *Keystone* trains) and he arranged to do the work when it would not impact the NS or its customers. In some cases Jim's crews were actually ripping up track as the last freight car cleared his work area.

Although made up of seasoned railroaders, many of Jim's construction crew had never seen, let alone put together, a concrete turnout and the work was to be done using a previously untried method. Difficulties with material deliveries added complexity to the project. Despite all that, a quality job was completed on schedule.

Jim Harris fostered a team environment that allowed his crews to excel at their tasks, a major reason that many of the crew decided to stay with the project, despite the 60-plus hour work weeks in all kinds of weather.

Susquehanna Bridge Project - Track 3

Engineering, Philadelphia, Pa.

The ground leadership team that oversaw the rehabilitation of the Susquehanna River Bridge consisted of a diverse group of Bridges & Buildings construction and Track production employees. This involved replacing 3,184 bridge timbers, installing 8,000 rail feet of continuous welded rail, and installing a railed walkway over a period of 42 days. The job required seamless interface and a spirit of cooperation among the different crafts.

The project was managed under narrow track time, 60 feet above the river on an open deck. Material had to be distributed in segments and each timber was precisely dapped to fit only where it was designated, which complicated material distribution.

The project was accomplished three days early, injury-free and with additional work, such as the installation of five additional bridge timbers, 40 additional approach ties, four miter expansion joints, and 4,000 feet of inner track guard rail, completed. The bridge was left without a scrap of waste material; all was picked up and properly disposed.

"The ride over the bridge has been assured to be safe and smooth all because of the work they did," said Bill Breneman, assistant division engineer.

In terms of efficiency and teamwork, this project stands as a textbook

case of project perfection. All the ground leaders on the Susquehanna Bridge project displayed tenacity and instilled the same in their workforce. Safety, quality and production all became the earmarks of their success.



Norman W. Barrett, *Manager Switch Exchange System, New Brunswick, N.J.*

Ronald F. Davis, *Foreman TLS, Philadelphia, Pa.*

Stephen R. Dietrich, *TCI-ARASA-MW, Perryville, Md.*

Jeffrey M. Lamoria, *Foreman III, New Brunswick, N.J.*

David P. Landgraff, *B&B Foreman NSD, Perryville, Md.*

William D. Linaberry, *Senior Engineer Facilities EA, Philadelphia, Pa.*

Victor Lundquist, *B&B Foreman NSD, Perryville, Md.*

Joseph A. Schebal, *Track Foreman, Production, New Brunswick, N.J.*

Ralph L. Smith, *Manager Track, Production, Philadelphia, Pa.*

SAFETY ACHIEVEMENT



Elijah L. Brown

Operations Supervisor, Transportation, New Orleans, La.

Originally hired in May 1986 as a train attendant, Elijah Brown also worked as an OBS trainer before being promoted to operations supervisor for the New Orleans OBS Crew Base in April 2006. Elijah began a workplace wellness program as a train attendant, which was outside of his job description then and remains so now.

Elijah used his own time and resources to increase wellness at the workplace in New Orleans by providing employees information about subjects including stress management, health, self-care, nutrition and fitness, and safety on the job and at home.

In addition, the New Orleans crew base has over 50 Concept of Wellness displays that have created a virtual scrapbook for employees. The displays were instrumental in helping employees cope with the aftermath of Hurricane Katrina. Elijah's outreach helped them to remain focused on safety and wellness on the job and at home, despite the destruction of the hurricane.

Safety cost-savings can be seen by the increase in awareness and reduction of injuries since Elijah started this program. At the time of this writing, the *Crescent's* crew has not had an injury since August 28, 2003, they are currently at 1,084 days injury free and the *City of New Orleans'* crew has been injury free for over a year.



Richard M. Campbell

General Foreman, Mechanical, San Jose, Calif.

Richard "Rick" Campbell began his career with Amtrak in March 1993 and was promoted to general foreman at the San Jose facility in October 2004.

While the facility was under construction in 2005, Rick made enhancements to the plans that would reduce the risk of injury and improve the facility. To reduce the injuries associated with certain kinds of track ballast, Rick facilitated the acquisition and placement of walking ballast between tracks. He also provided for paved toe-paths with asphalt and concrete, which created an even surface for walking, as well as driving, over the tracks.

In addition, Rick designed and built two entrances for fuel truck deliveries. Previously, the deliveries were made on uneven terrain and there was no safe access to an exit. Rick, along with his employees, also built a jig to be used with the overhead crane to reduce the heavy lifting required to move radiator banks to and from locomotives.

Iosif Ivan, assistant superintendent Mechanical, stated, "Rick lives and breathes safety by setting high standards, providing an example, and instructing employees of proper procedures with safety training." Safety Manager, Doug Weber said, "Rick is devoted to our customers, employees and their safety."

Richard Campbell provides hands-on instruction to employees and is well liked and respected by his peers and supervisors.

Alfonse M. Marelo

Superintendent of Terminal Services, Mechanical, Boston, Mass.

Alfonse M. "Al" Marelo began his career with Amtrak in 1982 as an electrician. He has held positions of foreman II, general foreman, facility manager, and in June, 2003 was promoted to the superintendent of terminal services, overseeing the Boston, New Haven, and Springfield maintenance facilities.

Safety has always been a priority for Al but it's never been more apparent than when he took over these three maintenance facilities. Al reduced injuries in 2005 by 71 percent from the previous calendar year and the man-hour ratio was reduced from 6.0 to an incredible 1.8. Al achieved these accomplishments by creating a more business-like environment, raising employees' consciousness of their surroundings and instilling more pride in their workplace. The shop and yards were cleaned up, obsolete equipment was removed and improved safety features were installed. Al brought safety to the level of individual responsibility, making accountability a key note of his work.

Chief Mechanical Officer Vince Nesci said, "The biggest change in what Al has accomplished is the change in employee attitude and he did that through his leadership. He walked the walk — he takes his position very seriously and he set the standard."

As the highest scorer in the Safety Achievement category, Al Marelo is also the recipient of the prestigious 2006 Charles Luna Memorial Award.



Franklin J. Seegmiller

Conductor, Transportation, Salt Lake City, Utah

Franklin J. "Jay" Seegmiller, known as Memorabilia Man, was hired by Amtrak in 1987 after working several years for other railroads.

When the Salt Lake crew base experienced injuries following an injury-free decade, Jay — who sat on and

chaired the safety committee in Salt Lake — set out to prevent any more injuries.

Jay realized that the crews needed overshoes and glasses that were more appropriate for the harsh winter conditions they encountered along the *California Zephyr* route. Because these items were not available in the Amtrak catalog, Jay sold railroad memorabilia (with Amtrak permission) on board, at work, in the depot and at PTA meetings. As a result, Memorabilia Man purchased 44 pairs of special overshoes and 46 pairs of special safety glasses at no cost to the company.

Jay has raised safety awareness in other creative ways. At Christmas, he's played Santa by providing employees safety committee hats and other items. On his own time, Jay serves as the Mayor of Sandy, Utah's Special Advisor for Transportation and Rail Safety issues; he is an active RedBlock captain and he has mentored numerous boy scouts through the railroading merit badge.

Jay is a tough, fair, and respected union representative building a legacy of safety awareness.

SAFETY COMMITTEE OF THE YEAR



**New York
Division Safety
Council**
**Transportation,
New York, N.Y.**

The New York Safety Council has continued its outstanding record of ranking among the best in the company in the categories of personal and occupational safety. For FY '05, the New York Division's injury ratio was 2.6 per 200,000 worked hours.

The council comprises two committees, the Albany Safety Committee and the Sunnyside Yard Safety Committee, each of which includes management and craft employees from locations throughout the division. Holding meetings bi-monthly, the two committees work as a team to improve the safety performance of the division by raising safety awareness through communication and departmental collaboration.

For example, the Albany committee members replaced missing mile post signs and third rail cover boards, and they helped relocate the homeless populating the Empire Tunnels. The Sunnyside Yard committee assisted with clean-up and repairs around the yard, making it cleaner, safer and more efficient.

The council has done a tremendous job in initiating safety walkabouts in all territories and hosting health fairs with vendors offering information and demonstrations on how to work safely and be healthy.

Congratulations to the members of the New York Safety Council as the Safety Committee of the Year winners!

Committee Members:

Harry H. Barnes Jr., *Patrolman, New York, N.Y.*
David J. Batzold, *Foreman II, Albany, N.Y.*
Howard W. Carter Jr., *Superintendent Operations, New York, N.Y.*
Emma J. Cattafi, *Coordinator Environmental, New York, N.Y.*
Donald E. Clayton, *Locomotive Engineer, New York, N.Y.*
Patrick J. Colliere, *Safety Officer, New York, N.Y.*
Thomas D. Connolly, *Assistant Superintendent Train Operations, New York, N.Y.*
Steven C. Falkenstein, *Division Engineer, MET, New York, N.Y.*

Gary P. Hearn, *Officer Fire & Life Safety, New York, N.Y.*

John MacDonald, *Locomotive Engineer, Albany, N.Y.*

Salvatore J. Prisco, *Yard Assistant Passenger Conductor, New York, N.Y.*

P. Thomas Pyle, *Superintendent, Ops & Comm, New York, N.Y.*

Joseph Rafanelli Jr., *Locomotive Engineer, New York, N.Y.*

Richard Rubel, *Officer Customer Relations, New York, N.Y.*

Susan M. Santini, *Clerk Typist, New York, N.Y.*

Harry S. Seubert, *Specialist, Field Environment, New York, N.Y.*

Lenore Slimbock, *General Superintendent, New York, N.Y.*

Peter M. Stevens, *Assistant Superintendent Road Operations, New York, N.Y.*

Charles W. Therrien, *Carman Journeyman, Albany, N.Y.*

James F. Turngren, *District Superintendent, Albany, N.Y.*

Keith R. Wiertz, Sr., *Coordinator Safety, New York, N.Y.*

Frank R. Volkar, *Station Manager, New York, N.Y.*

SUSTAINED EXCELLENCE



Ja'Far Abdus-Samad

Director, Marketing & Sales, Boston, Mass.

Ja'Far Abdus-Samad has been a hard working, dedicated Amtrak employee for the past 29 years. He is presently serving as director of Marketing's Engineering and Systems Support.

In 1998, Amtrak's call centers received Call Center Magazine's "Call Center of the Year" award based on the strides the company made in the acquisition of new technology. Ja'Far was a key contributor to positioning the company to receive this award.

Ja'Far has been responsible for the technical support and automation of the Mid-Atlantic reservation call center. He managed the relocation of the entire call center from Fort Washington to a brand new location in Philadelphia and completed the move in just a week. He oversaw installation of RailRes and new terminals to support the latest technology and he installed e-mail for management, customer support and customer relations offices.

Ja'Far's current responsibilities include technical support of the Philadelphia and Riverside call centers, at-home work teams and the Travel Agency Sales Center. Presently, Ja'Far is diligently working with members of the Information Systems departments to implement two major advances in the call center operations technology.



Sara Antuna

Administrative Assistant, Mechanical, Los Angeles, Calif.

Sara Antuna started as a reservation agent in 1988 and was promoted to a special accounts agent in 1994 to handle travel agent accounts. In 1997, she became a secretary I/project coordinator with responsibility for managing discipline and Family Medical Leave Act (FMLA) for the 1,000 employees at the Riverside reservation center. In May 2001 she was promoted to the position of administrative/executive assistant.

Some of Sara's accomplishments during her 18-year tenure at Amtrak include putting together an FMLA recovery program to curb abuses and working with the IT department to develop an automated program to determine employee eligibility for FMLA. More recently she developed and taught a class for clerical and management staff to better manage all

administrative functions. All of Sara's supervisors said the same thing about her overall job performance; she gives us everything we ask for and everything else we need that we didn't think to ask for. They all agreed that Sara consistently handles herself with professionalism. She is described as a self-starter, quick learner and always looking for more to do.

Iosif Ivan, one of many Mechanical department supervisors in the West who depends on Sara, says, "She knows my staffing better than I do. Her goal is to make sure all of us succeed."



Earl H. Asbury
Trackman, Engineering, Philadelphia, Pa.

Earl H. Asbury has been a trackman for the past 30 years and has worked at maintaining and improving Penn Coach Yard, the Harrisburg Line, and the Northeast Corridor. This includes one of the largest facilities in the world — Zoo Interlocking — through

which every train between Washington and Boston, or New York and Harrisburg passes. Although Earl has worked multiple shifts under all kinds of conditions, he has never had an injury or missed a day of work.

Equipped with strong technical skills, Earl knows what it takes to clear track on time to prevent train delays. He also looks after his track gang members and shows them the trade, like how to hit a spike and how to change-out interwoven timbers in a major interlocking.

People attribute Earl's leadership on the front lines as the reason for the Mid-Atlantic Division's winning the 2005 Engineering Excellence Award. Most importantly, it is the combination of his personal dedication and individual accomplishments that makes him worthy of the President's Service and Safety Award for Sustained Excellence.

Earl Asbury's presence has always triggered the gangs to work harder than normal, while getting the job done quickly and safely. He likes to work, knows what needs to be done and how.



Harry H. Barnes, Jr.
Police Officer, Police & Security, New York, N.Y.

Harry H. Barnes Jr. has been with the Amtrak Police Department since February 1985, when he started his career in the Trenton District of the New York Division. During this time, he has worked several special assignments such as school safety officer,

Employee Watch coordinator, community resource officer and advisor to the Amtrak Police Explorer Program in the New York Division.

Harry is an employee whose passion is to work with children and safety on the railroad. He is involved with Operation Lifesaver and has taken the school safety program to many schools, both inside and outside the New York Division. Harry's passion has also led him to work with the Explorer Program for which he instructs kids in policing procedures on his own time while also helping other Amtrak Police divisions establish their own Explorer Programs.

Additionally, Harry has participated in many safety events, including outreach programs in Albany and aboard the *Downeaster*, all of which have shed a positive light on Amtrak and the APD.

Harry has a history of outstanding sustained performance. He received a 2001 President's Service & Safety Award for Safety Achievement and has not missed a step since.



Timothy A. Burns
Foreman, Engineering, Philadelphia, Pa.

You name it and Timothy A. Burns has done it better than expected. For more than 30 years, from trackman to foreman, Tim has found ways to improve the safety, quality of work and quantity in every assignment he has undertaken. He's a quiet, unassuming, good-humored man with a huge spirit to accomplish and an affinity to teach and lead.

Take the track improvement project on the Harrisburg Line between Cork and Roy in 2004 — rail had been installed, but the work wasn't right. In less than a month, Tim was doing with three men on straight time what had taken dozens to do on overtime.

In 1998, a tie unit had a huge mission of installing ties between Paoli and Harrisburg. During the work, it was discovered that over 40 track miles of anchors failed to meet even the minimum standards to prevent track buckling. Tim trained rookie trackmen on all the tools needed to accomplish quality work; 40 miles of rail was adjusted and properly anchored and the project was completed injury free. Today, two of those rookie trackmen are foremen and they both credit Tim Burns — his knowledge and ability to teach — for their success.

Tim Burns is a man who has earned respect from managers, supervisors and co-workers alike.



Francis A. Calello
Hostler/Engineer, Transportation, New Haven, Conn.

Francis Calello is a 40-year veteran of the railroad and an invaluable component of the New England Division. Frank joined the railroad in 1966 as an engineer assistant/hostler with Conrail and joined Amtrak in the same capacity in 1983.

Reporting for work early for 23 years, Frank is driven by a consistent work ethic, prepared to work and with a deep sense of appreciation not just for having a job, but to be working for Amtrak.

Northeast Corridor Road Foreman Russel Hurley said that when he is looking to expedite a yard move in a timely, safe and efficient manner he looks for Frank: "I know he came in early, looked over the yard and paperwork, had his job briefing and made the necessary changes to expedite yard moves efficiently." In addition, Frank recognizes the connection between what he does and how it relates to the quality of service.

Frank has created a blueprint for positive attitude, dedication and commitment. He has done a good job for the company, given the railroad the performance of a lifetime and has earned the respect of his peers. Now it is our turn to say, "Frank, thanks for a job well done."



Stephen J. Chambers
Detective, Police & Security, Sanford, Fla.

Stephen J. "Steve" Chambers has been with Amtrak since October 1976, when he started his career in the Police Department in New York's Penn Station. During his 29-plus years he has worked as a police officer, investigator, sergeant, lieutenant and captain. He is currently a detective assigned to the Sanford *Auto Train* facility, responsible for large area of the Southern Division.

Steve has been a steady and committed employee whose perseverance and dedication has resulted in several assignments to local police agency efforts, such as anti-terrorist and local drug interdiction task forces.

Steve's performance and attitude has always been exemplary even under stressful and trying circumstances such as derailments, natural disasters, trespasser fatalities, assault investigations, and workplace violence incidents.

He works extra hours and days always stepping up to the plate to take on a task. He was part of a special detail, which protected Amtrak property and interests under very adverse conditions and environment in New Orleans following Hurricane Katrina. And members of the Southern Division's management attribute minimizing the impact of law enforcement activity on train operations to the relationships Steve has forged with local agencies.

According to Southern Division management, Steve is a "Class A" employee who is always there and responsive to people's needs.



Joyce A. Cosek
Secretary, Transportation, Chicago, Ill.

Joyce Cosek began her Amtrak career in 1974. Throughout her 32-year career, Joyce has become well known for her enthusiasm, friendliness, dedication and leadership while working in various departments including Reservation Sales, Government and Public Affairs and now Operations. In her current position,

she is responsible for providing administrative support to the Central Division. Given that Joyce is positioned at a front desk in Chicago's Congress Center building, she welcomes and assists every visitor, vendor, and employee who walks through the doors, while still performing all of her other duties.

Joyce, or as some call her, "Ma-Cell," has worked relentlessly during the last four years unraveling a master cell phone bill that included approximately 200 phones. Since the beginning of 2003, to date, Joyce has reduced the Central Division's cell phone bill by 37 percent, an average of \$31,000 per year, totaling \$93,000 over a three-year period. This significant savings is the result of Joyce's attention to detail and her diligent commitment to decrease costs.

Joyce understands the company's goals and objectives. She is a helper and a listener to every single person that comes to her. Her efforts are consistent with the company's mission of providing excellent customer service consistently, for over 32 years.



Linda A. Damiano
Legal Assistant, Law, Washington, D.C.

Linda A. Damiano began her career with Amtrak in 1977 in a clerical position in the Engineering department in New Haven, Conn. She joined the Law department as a legal secretary in 1991 and following several promotions, she is currently a legal assistant in the Labor and Employment section.

Throughout Linda's career, she has been recognized for her strong organizational skills, diligence, and attention to detail. Amtrak's labor and employment attorneys routinely receive accolades from outside counsel regarding the thoroughness of Linda's document collection and research.

As administrator, Occupational Claims, Linda was selected to help develop a new electronic data and file system, including the testing, training and implementation. More recently, Linda volunteered to work with the Health Services department to enhance the department database, thus benefiting both departments. Last year, due to the volume of subpoena and document requests, Linda initiated the development of a spreadsheet for use by the litigation support section that tracks each request from initial receipt to final disposition. Linda has also acted as a

consultant to the Finance department in preserving that department's critical documents.

Linda Damiano exhibits the utmost integrity in all aspects of her job and she is tireless in her efforts to meet the goals of the organization.



John Diamonte
Project Manager, Engineering, Philadelphia, Pa.

John J. "J.J." Diamonte receives much praise from his supervisor, who said, "I know a heavy workload and J.J.'s is two to three times that of a normal manager." For years, responsible parties were refusing to pay Amtrak for billable track work. Since J.J. became involved, Amtrak now recovers about \$50,000 more a year. The improvement in collecting funds for Amtrak on reimbursable projects has been immeasurable. Contacts in the Real Estate department also rely on J.J. whenever a quick and accurate response on lease and sale issues is needed. When asked for help getting lights for a new parking lot in Aberdeen, J.J. had the job done in weeks — not months.

Several years ago, a 12-year-old child was killed trying to cross the tracks where there here was no fencing; although not J.J.'s area of responsibility, he was asked to intervene. He attended town meetings and found a developer that was building homes adjacent to the territory who was willing to fence the development.

J.J. Diamonte has a sense of loyalty to Amtrak that can't be missed. He saves Amtrak and taxpayers money. When it comes to any engineering issue crossing the railroad, John is the vital link.



Suzanne Fike
Manager/Operations Management, Transportation, Oakland, Calif.

Suzanne Fike began her career with the Passenger Services department as a Seattle reservation agent in 1972. After several promotions within the Passenger Services, Planning, Human Resource and Transportation departments, she settled into her current position in the Pacific Division in 2003. Suzanne has sustained a level of commitment and dedication during her 34 years with Amtrak. While her tenure at the company speaks volumes, her willingness to share her knowledge and experience is a tribute to her character.

Suzanne has earned a reputation for her work ethic, dedication and willingness to take on new projects with enthusiasm. Whether the project was transitioning and training employees from ARTS to ARROW, developing capital programs for the Pacific Division, Northwest District, or creating annual "Budget Binders," Suzanne embraced the challenges and opportunities of each new project. In her current position, Suzanne is truly the conscience of the Pacific Division. She is always on the watch for the most practical and cost-efficient means of operating the division.

Suzanne Fike has consistently held herself to a higher standard and is well respected by those who work, and have worked, with her.



Alana V. Fong
Financial Manager, Finance, Oakland, Calif.

Alana Fong has worked for Amtrak since March 1998 as a staff accountant and as a finance manager in the West. In 2004, her group moved to the Controller's department, with the expanded responsibilities of maintaining and reporting on accounts receivables for commuter activities in the West.

In 2005, Alana was a critical force in developing the financial footprint for maintaining and identifying the costs and reimbursements from California during the construction of the Oakland Maintenance Facility. She made sure all the costs were properly categorized and reported each month. This reporting was critical to assure that the project remained within budget and on time.

With the commuter contracts Amtrak had in the West in Los Angeles, San Diego, the San Francisco Peninsula and Seattle, the reporting required a systematic approach to keep management informed. Recognizing this, Alana consolidated data so that it would interface with the Northeast Corridor reporting system and made the accounting and reporting of data more efficient.

She gives 100 percent, dedicating every day to managing her team of professionals and supporting the accounting and financial activities of the company. Her professionalism has allowed her to receive the respect of her peers and those with whom she works, both within and outside of the company.

Francis J. Fullmer

Senior Analyst/Operating Practices, Customer Service/Chief Transportation Office, Wilmington, Del.

Francis J. "Frank" Fullmer has been with Amtrak for over 19 years and since 2004 has held the position of senior analyst. He is responsible for training new hire assistant conductors who come from all over the country, away from their homes and families for eight weeks. Frank is there to mentor and guide them during their time in Wilmington.

Frank also volunteered to assist his department in reducing FRA fines. At the end of 2005, the potential fines were reduced by 33 percent. It is important to note that Frank is in the classroom eight hours a day and he worked on most of this analysis on his own time.

Frank is always concerned about safety. He developed and implemented a road operations safety plan. He compiles a monthly safety calendar, a tool used by supervisors to highlight safety topics to discuss with their employees.

Frank is one of Amtrak's finest, in every aspect of the word. He leads by example and is a positive role model for his students. Mike Bonner, a long-time co-worker states, "You can trust Frank with your life. You can always count on him. Frank Fullmer is always willing to help, no questions asked."



Theresa A. Gallelo

Reservation Sales Agent/International, Marketing & Sales, Philadelphia, Pa.

Theresa A. "Terri" Gallelo has been an Amtrak employee for 32 years, 19 of which as a member of management. She is presently working in the International Sales department at the Mid-Atlantic Reservation Sales Call Center.

As lead for Group Sales, she was responsible for restoring a \$50,000 reservation that was canceled due to a clerical error. It was Terri's challenge to reconstruct the reservation and satisfy the customer while balancing the needs of the company. Using her keen understanding of the process and the network of contacts she had established within the company over the years, Terri accomplished this task. Terri annually achieves a quarter of a million dollars' worth of international sales and many of these represent repeat customers. Terri takes a great deal of pride in her work and is not satisfied with anything less than her best.

Terri Gallelo's personnel file contains numerous complimentary letters and she is highly regarded by her peers, management, as well as her

accounts and the extensive network of Amtrak contacts she has established over the years.



Brian E. Goodknight

Blacksmith Welder, Mechanical, Beech Grove, Ind.

Brian E. Goodknight began his career with Amtrak in 1986. As a blacksmith in the forge shop, Brian has been extensively involved with the reproduction and manufacturing of many parts.

Brian has demonstrated through his hard work and dedication a continuing desire to save Amtrak time and money. To that end, he provides the shops with a quality product and he uses his time wisely to minimize his workload and that of others. He has a meticulous work ethic and genuinely cares for the safety of the passengers. Carl Hammond, one of his co-workers, considers Brian one of the best people to work with.

He's the kind of person that is always looking for ways to improve the equipment he works with by making sure it is in good working order. Brian's supervisor, Gerald Woods, states, "Brian has worked above and beyond the call of duty for as long as he has worked for me."

Brian Goodknight's overall attitude has been exceptional and he truly cares about Amtrak. He conveys his values to employees, shares his knowledge, and his peers look up to him whenever issues present themselves. His leadership qualities are based on his positive attitude and influence on others.



Thomas P. Gormley

Manager, Police & Security, Philadelphia, Pa.

Thomas P. "Tom" Gormley has been with Amtrak since October 1976, when he was hired as a carpenter helper in the Philadelphia Division. During his 29-plus years, Tom has worked as a material inspector, division administrator, manager custom service programs, and currently as manager executive support and security in the Amtrak Police Department. In this position he handles numerous VIP moves all with the utmost professionalism and perfection. He is quick to respond to and follow-up on any request made of him.

Tom coordinates with internal and external law enforcement authorities as well as different railroad departments, and is constantly monitoring the Arrow system to handle dignitaries quickly and efficiently.

Tom's work seems to never be done and he works 24/7. His work is viewed in a positive light and results in support from those that directly impact and oversee Amtrak's funding and appropriations. Amtrak management recognizes the importance of Tom's work and say that he has taken his position to a higher level than originally envisioned or anticipated when created. Individuals for whom Tom has provided service state that he is exceptional in his work and the most committed employee they have come across.



Frank J. Graves, Sr.

Trackman, Engineering, Philadelphia, Pa.

Frank J. Graves Sr. has been a trackman for the past 29 years with a perfect attendance and safety record while working all hours of the day and under varying weather conditions. His personal dedication and individual accomplishments have accumulated while working at maintaining and improving Penn Coach Yard, the Harrisburg Line, and the Northeast Corridor, including

Zoo Interlocking, one of the largest in the world.

Frank's contributions to the company in productivity and service attitude have been outstanding. Today, Frank's group typically installs 50 timbers per weekend, or 300 to 500 feet of rail per shift. His efforts have also led to a substantial reduction in train delay minutes due to debris strikes and speed restrictions. And, in 2005, the Philadelphia Track department was injury-free, reversing the trend of six to eight injuries per year in that group.

Jack McLaughlin, his supervisor, sums it up: "Frank Graves loves the railroad. Every tie has to be aligned just so — even the spikes he drives have his signature. I can walk the right of way and point out where Frank has worked."



Reginald D. Greenlee

Lead Material Control Clerk, Procurement & Materials Management, Washington, D.C.

Reginald D. "Reggie" Greenlee began his journey with Amtrak in December 1974, and held various TCU positions before becoming a lead material control clerk in the Materials Management department in June 1981. Reggie is the backbone of the mail centers in Washington Union Station and 10 G Street, and is well known for his tenacious dedication to providing the best mail service he can to his internal customers.

Reggie insures that mail for Washington Union Station and 10 G Street is sorted and distributed as quickly as possible. It was Reggie's recommendation to stagger the mailroom hours at these locations so that personnel was available for early morning and evening deliveries.

Reggie was also instrumental in the implementation of the Interoffice Express Mail Service Program in 2000, which has reduced Federal Express costs immensely.

Reggie is well known for his prompt and personal handling of monthly mail to Amtrak's banks and stakeholders, as well as the required reports to the DOT, FRA and GAO.

As stated by Senior Executive Assistant Pat Shaw, "Reggie takes ownership for the mail center and ensures that everything is completed correctly. Every day is like his first day. Reggie is enthusiastic, efficient and professional."



Patsy L. Hall

Assistant Superintendent Passenger Services, Transportation, Oakland, Calif.

There are three words in the dictionary which sum up Patsy L. Hall's 20-plus years of service with Amtrak: commitment, tenacity and integrity.

Patsy came to Amtrak in the mid-1980s as a service attendant. Her superb people skills and commitment to excellence were quickly recognized and resulted in Patsy's promotion to the position of chief of On-Board Services. Her continued excellent job performance led to her current position, assistant superintendent of Passenger Services.

Patsy's commitment to Amtrak has created a strong bond with her employees. She is well respected by both craft and management staff, her reputation is widespread and many employees have become the benefactors of her expert knowledge and hands-on management practices.

Patsy is consistently willing to try new things. She responds resourcefully and constructively to demands, priorities and obstacles. She acts with a strong sense of urgency and drives issues to closure. While able to

aggressively pursue organizational goals, she is still caring and makes others feel valued and respected.

A former supervisor says of Patsy Hall, "She was the person I could count on to achieve whatever incredible task I asked of her. I simply can't say enough good things about her."



Frederick C. Hampe

Senior Operations Planning Officer, Transportation, New York, N.Y.

Senior Operations Planning Officer Frederick C. "Clark" Hampe has been a fixture in the New York Division for over 40 years. From trainmaster, terminal superintendent to his present position, his operating knowledge of New York Terminal, the nation's busiest passenger rail facility, is unparalleled. The New York Times once referred to him as "The Wizard of Penn Station."

During morning and evening rush hours, there is a train arriving or departing New York every 90 seconds; each with as many as 1,000 passengers, meaning that a train with the capacity of four 747 jets can arrive or depart New York's Penn Station every 90 seconds. Each and every one of these trains must have an arrival and departure schedule, regardless of its destination, without conflicts of time, track, or equipment deviation. More than 400,000 passengers pass through the terminal daily, and the coordination of its operation is all under Clark's purview.

Clark extends himself personally and professionally, to the greater good of Amtrak's commuter partners and the New York Division. His performance over the years has been and continues to be exceptional, well beyond normal working hours and rest days, consistently meeting and exceeding expectations.



Ewald J. Hartman

Senior Accountant, Finance, Philadelphia, Pa.

Ewald J. "Wally" Hartman joined Amtrak in 1977 as an accountant and has received several promotions. His willingness to accept any task has afforded the Accounts Receivable and Revenue group the capability to handle regular and ad-hoc requests. His whatever-it-takes attitude supports a better audit trail within the department and he played a key role in getting the various phases of Work Element Explorer up and running.

Wally has provided his customers with information from the many accounting systems that Amtrak has used and has proved to be an invaluable resource over the years. Wally's customers are always pleased with this help and continue to rely on him to provide the information they need, which supports their work with Amtrak's railroad partners, state DOTs, the FRA and Congress, to name a few.

Wally's work ethic serves as a great example to the newer accountants in his area. He helps where he can and offers direction to the right source if he can't.

Wally Hartman's sustained performance is confirmed by his managers as well as internal customers and co-workers. He takes pride in his work and makes sure that he meets all his deadlines and fulfills all the requests for additional information.



Isaac C. Heath
Sleeping Car Attendant, Transportation, Chicago, Ill.

Isaac C. Heath started his career at Amtrak in August 1979 and he has devoted his entire career to caring for passengers as well as co-workers.

Isaac is focused on consistently providing the best customer service possible. He is a consummate professional and his passion for providing the best service possible to passengers, along with his charisma, personality and genuine care for everyone he comes in contact with, makes him one of Amtrak's superstars.

Isaac Heath's entire career has been on the *California Zephyr*. He is one of the most commended employees on a train that experiences poor on-time performance; a stack of commendation letters testifies to the impact Isaac has on passenger travel. One customer commented that, "The last trip I made was the most pleasurable one I have taken and it's because of Isaac. He was courteous at all hours, even though he had been awake most of the night. I wish I could guarantee that I would be under Isaac's care on all my future trips."

Isaac is a prime example of an employee who consistently demonstrates outstanding teamwork and customer service, always going that extra mile to ensure his passengers are comfortable and informed, adding his special touches to his service.



Carole G. Henley
Secretary, Police & Security, Boston, Mass.

Carole G. Henley has been with Amtrak since February 1996, working with the Transportation department before joining the Amtrak Police Department in 2001. As the secretary for the Amtrak Police Department in the New England Division, she is responsible for the administration of the clerical and payroll functions as well as for daily, monthly and annual reports.

Carole implemented tracking systems that have aided in budget and fiscal reporting oversight for the division, the success of which was quickly seen in improved fiscal management and resulted in other police divisions adopting the systems. Her ability to quickly create reports and systems to track objectives assisted in identifying patterns of theft from passengers and resulted in a subsequent reduction in crime in the division.

In 2004, she went beyond her job responsibilities by becoming the administrator for the Southeastern Connecticut Law Enforcement Association, a group coordinated by the FBI that develops partnerships with local, state, and federal agencies. Her work helped provide positive exposure and liaison opportunities for the APD.

Carole has found solutions to complex problems through her administrative skills. Carole always accepts the challenge of taking on new tasks and performs her duties to perfection all for the betterment of Amtrak.



Jerry I. Higa
Customer Support Agent, Marketing & Sales, Riverside, Calif.

Jerry I. Higa, a member of Amtrak's family for nearly 20 years, should be readily recognized by many, as he is one of the employees (third from left) in the *Amtrak Ink* banner.

Jerry has demonstrated a positive attitude, along with his skillful, outstanding support of internal customers in a diverse array of positions. He has served as a supervisor, customer relations agent, reservation sales

agent and currently as a customer support agent at the Riverside Western Reservation Sales Call Center.

Throughout his career, Jerry has met the challenge of responding to demanding situations with good humor and grace. Whether it be leading a reservations sales agent through the intricacies of myriad Amtrak policies, or explaining to a customer why a train is annulled because of a natural disaster, Jerry displays a constant willingness and cheerful acceptance of any and all challenges presented to him by giving knowledgeable and friendly help. His overall attitude and integrity are beyond compare. In a world of constant change, Jerry is constant. He is patience personified.



Faye Hinton
Cashier, Transportation, Washington, D.C.

Faye Hinton began her career in 1974 and has been the cashier at Washington Union Station since 1989. She is responsible for securing over \$20,000 of Amtrak's funds on a daily basis.

Faye's current supervisor, Marie Jackson, describes Faye as a person who "Takes the lead in having a positive personality; she's been nominated as most helpful by her co-workers. She is a willing spirit in helping agents find accounting shortages, and aids in helping them perform their job better when it comes to accounting problems."

Much has been attributed to Faye's vast knowledge of Amtrak's accounting procedures, including assisting the Amtrak Police in an employee theft operation, developing and implementing the metrochecks envelope, developing the internal procedures manual for accounting at Washington Union Station, and assisting sister-station audits from Philadelphia to Richmond, Va., as well as West Virginia stations.

It is not unlikely to see Faye open a ticket window on a busy day to help with the lines, or even to donate some of her own sick time to a friend in need.

Faye epitomizes the employee spirit that Amtrak needs to take this company forward in the years to come.



Dennis Jackson
Electric Traction Foreman, Engineering, Providence, R.I.

Dennis Jackson began his career with Amtrak as a signal helper in 1997 and became an Electric Traction electrician when the department first came into existence in New England in 1998 for the implementation of high-speed rail. He worked his way up to substation foreman in February 2004. In his position as foreman, Dennis's performance goes beyond the scope of the position. He demonstrates excellent leadership abilities and is easy to work with. Additionally, through 2005, his department was injury-free for five-and-a-half years.

Having come to Amtrak as a union electrician with many years of project experience, Dennis knows how to plan a project and is ready to begin the job when his crew reports to work. The highlight of Dennis's job performance is his excellent contribution to the Rhode Island Freight Rail Improvement Project (FRIP). This project was completed on time and within budget, resulting in a considerable savings to Amtrak. Dennis ordered materials, researched the blueprints, interfaced with other departments involved with the project, as well as ensured the reimbursement paperwork was completed, all in addition to his other duties.

The Substation department worked wonderfully together as a team under Dennis Jackson's guidance.



Andrew J. Keefe
Assistant Division Engineer/Track, Engineering, Albany, N.Y.

Andrew J. Keefe has a 23-year career at Amtrak, with the ability to manage the budget and unusual obstacles, and develop a work schedule that minimally impacts train service. He is an asset to the company.

He also fosters a work environment where safety is a number one priority. While working injury-free himself, his crew also has the best injury ratio on the division. He interacts professionally with everyone he encounters and demonstrates a commitment to customer service.

During the winter storm season, Andy dispatches employees to key locations well in advance to keep ahead of storm-related issues that eventually will impact service. With 100 inches of snow one winter, Andy kept the railroad open by using his ingenuity and other resources, despite the severe weather conditions.

He also interfaces with CSX and is respected by their officials, since a large portion of the service we provide in Albany operates on CSX-owned tracks.

Even though Andy came from the ranks, he made the transition from craft employee to assistant division engineer with the respect of his employees. Andrew Keefe is a team player who gets the job done.



Marcia F. Kostival
Lead Ticket Agent, Transportation, Orlando, Fla.

Marcia F. Kostival's work ethic is impeccable. She holds herself to a high standard and requires it from the employees who work with her. She is always available to the employees when they need her. When the district manager has to travel, she knows Marcia is there to watch over the operation and keep her

informed because of Marcia's leadership and dedication. She is available day or night for any type of emergency.

Marcia's overall job performance is excellent. Sustained Excellence means doing your job day in and day without fanfare so that your fellow employees have complete faith that when they request your assistance you will deliver the product.

The Orlando station is the gateway to the busiest vacation spot in the world, Disney World, Universal Studios and several other attractions in the area. Marcia oversees the daily operation of this station that contributes millions of dollars a year to the Amtrak bottom line.



Anthony M. Laine, Sr.
Track Inspector, Engineering, Washington, D.C.

Anthony M. "Andy" Laine Sr. focuses on completing the job as a team player and never waivers from performing the task at hand safely. His Track Inspection reports are among the most accurate in the system, so he is able to locate potential problems before they become serious defects.

Andy was asked to step into the role of Engineering manager in New Orleans and he did a superb job while still conducting his complex track inspections. Less than one week after Hurricane Katrina, Andy was among the first in Engineering to return to work. During this time, Andy worked closely with management to form a plan. His planning was critical, as obtaining materials in New Orleans at this time was impossible. Performing the work was not easy, with debris as large as trucks and boats lying on the track structure.

Andy's track inspections were more critical than ever because of the possibility of underlying damage to the track structure. Andy volunteered to live on site, although his family remained out of state. It was Andy Laine's efforts that helped repair the track structure safely, helping to return New Orleans to revenue service as soon as possible.



John A. Long
Chef, Transportation, New York, N.Y.

John A. Long's career started with Amtrak in 1989 as a lead service attendant, to OBS chief, and, now as chef on Trains 19 and 20. John's professionalism and customer-first attitude is recognized and appreciated by those with whom he comes in contact. He shows attention to detail and genuine interest in the service to passengers.

John has assisted the company in implementing ideas to redesign the dining car on Train 19/20, while upholding FDA regulations and also working with management and other co-workers to customize a menu geared to accommodate the Southern traveling zone of the *Crescent*. His customized menus include a variety of traditional Southern dishes paired expertly with regional wines and desserts.

John truly enjoys his work and that is reflected in the excellence he brings to the job of chef. This is an award for John Long, but to him, it's just another day to see the smiles and joy of a passenger that takes the first bite of something good.



Howard S. Malberg
Senior Coordinator/Public Health Compliance, Environmental Health & Safety, Los Angeles, Calif.

In October 1995, Howard S. Malberg was hired as the public health regional manager for Amtrak's West region and has helped keep Amtrak in FDA compliance for 11 years. Howard's initial efforts helped Amtrak meet all of the comprehensive plan requirements of a consent decree with the FDA.

Howard steadfastly champions the safety and public health of passengers and employees aboard trains with a hands-on approach with employees. Since Howard began in 1995, FDA and Amtrak Public Health scores in the region — everything west of the Rocky Mountains — have steadily improved. He inspects food cars, all the watering points, commissaries, and contracted food vendors and trains OBS employees; all of which has led to continued improvement at all these locations.

Even with his full work and travel schedule, Howard finds time to be a leader in the "Make-A-Wish" Foundation in the Anaheim area. He helps provide terminally ill children a special dream-come-true experience, many times including an Amtrak train adventure.

Howard Malberg does work out of his passion and the kindness of his heart. That is why when we say, "When you wish upon our star," we are referring to Howard Malberg.



Patrick J. McArdle
Senior Engineer/Catenary Maintenance, Engineering, Philadelphia, Pa.

For the past 30 years, Patrick J. McArdle has had a reputation for being an outstanding Electric Traction lineman, safety liaison and engineer. Many colleagues attribute the success of ET safety initiatives to his personal interest, leadership and perseverance in providing employees training and the safest tools and equipment possible.

Pat came up with the idea for purchasing and installing and then training employees in the use of water gel blankets that are stored on every catenary car as a first aid item for the care of serious burns. Although we met OSHA standards with linemen's work positioning belts, Pat worked with various vendors and selected a full-body harness fall-prevention device that allows an injured climber to be lowered quickly without further harm. The linemen like it because there's less hardware to carry.

Pat has worked with OSHA and the National Safety Council to gain their approvals for protective equipment.

Patrick McArdle is tough, goes by the book and always tries to make this a better place to work — and he's as successful in that realm as anyone.



Steven T. McCready
Pipefitter/Technical Trainer, Mechanical, Chicago, Ill.

Steve McCready began his Amtrak career in 1980 as a pipefitter, and has professionally and expertly functioned for many years as a technical trainer, focusing on issues surrounding the pipefitter craft. His expertise, perseverance and talents have paved the way for the Central Division to succeed even with an aggressive timetable for total implementation of WMS.

Conscientious and caring, Steve he has become the Central Division Work Management System expert, helping the division make better decisions about maintenance programs, quality of maintenance, employee productivity and data for financial analysis. As a trainer, his ability to tailor presentations for specific audiences in the classroom is immeasurable and shows innovativeness and creativity.

Bob Vancl, manager of Budgets for the Central Division, stated that, "As a technical trainer, Steve's efforts directly impact the quality of our equipment maintenance efforts. Simply put, better maintained equipment means increased customer satisfaction, which ultimately leads to increased support and credibility for all our efforts."



Arthur E. Misiaszek
Deputy Division Engineer/Project Management, New London, Conn.

Arthur E. Misiaszek joined Amtrak in 1993 as senior engineer of planning for major infrastructure projects. He has extensive knowledge and experience in project management, design, construction, railroad operations and technical expertise. His eagerness to

learn and share new skills contribute to his ability to perform in an exemplary fashion.

Art has been instrumental in helping the Finance department collect more in reimbursable accounts from projects than ever before by improving procedures for collecting reimbursable funds.

Art's ongoing relationship with state partners in the three states in the New England Division in the oversight of construction projects has resulted in improvements to track conditions, ultimately impacting the improvement of train operations.

Throughout his career, Art has strived to maintain a safe environment for employees and contractors that work in both electrified and non-electrified territory. Evidence of his leadership abilities is the fact that his current team of 17 employees worked 1,378 days without a reportable injury through Dec. 31, 2005.

Arthur Misiaszek consistently works as a team leader by maintaining open lines of communication, sharing information and knowledge, and

eliciting suggestions from his staff to improve the performance of his team.



John R. Mumford
Detective, Police & Security, San Francisco, Calif.

John R. Mumford has been with Amtrak since June 1999, when he started his career with the police department in the Caltrain San Jose Peninsular Service. John has held many functions during his seven-plus years, including community relations officer, member of the San Francisco Police Department Graffiti Task Force, San Francisco Homeless Coalition Team and San Francisco Police Department Special Olympics Committee. He is also an Operation Lifesaver presenter and Operation Lifesaver grade crossing collision investigation instructor. Additionally, he is an Amtrak Police Department bicycle patrol officer and Employee Watch coordinator for the San Jose Caltrain Operations.

John has consistently demonstrated an outstanding work ethic. He takes on added responsibilities without hesitating while performing his day-to-day duties in an outstanding manner and with professionalism. His passion lies in reducing trespassing and grade-crossing incidents. John works well with external agencies and other railroad departments as demonstrated by his coordination with the San Francisco Police Department and other railroad management in cleaning the San Francisco Tunnel-1 area of graffiti and illegal dumping.

His supervisor says that John is one that steps up and takes the lead in community projects, demonstrating an ability to coordinate and accomplish difficult tasks with a positive attitude.



Mark A. Murphy
Superintendent Equipment Standards & Compliance, Mechanical, Washington, D.C.

Mark A. Murphy has made tremendous contributions to Amtrak for the past 30 years. Since joining the company as a junior clerk, he's held various positions such as lead inventory control clerk, electrician, foreman, general supervisor, program manager, compliance auditor, superintendent, vice president Service Standards, and is currently superintendent Equipment Standards and Compliance in the Mechanical department.

Mark has tireless energy and doesn't need to be asked to provide assistance for a project. Because of his broad knowledge of the railroad, his expertise is regularly sought by other departments when facing new challenges.

His concern for our passengers is evidenced by his efforts to standardize maintenance procedures and quality standards. He has brought Amtrak tremendous credibility with governing agencies due to his impeccable reputation. George Scerbo of the Federal Railroad Administration stated that, "Mark tries to do the best for the company while making the safety of the public his priority."

Chief Mechanical Officer Vince Nesci said, "No job is too small or too big for Mark — he is able to handle anything asked of him. Mark is a true leader in safety initiatives. Whether dealing with employees or external agencies, Mark has formed lasting relationships that will benefit Amtrak for years to come."



Patricia A. Murphy
Foreman I, Mechanical, Boston, Mass.

Patricia A. "Patty" Murphy started as a coach cleaner in 1991. In 1994, she was named Customer Services Crew Base Employee of the Month. She has served as foreman I at the Southampton Maintenance Facility in Boston since 1997.

Patty supervises cleaning crews servicing *Regional* trains departing from South Station. She undertook a project at the Southampton facility to improve trash collection by securing waste receptacle inserts on Capstone coaches, researching types of inserts and securing systems, obtaining part numbers and ordering samples.

Patty also recommended pest control measures, improved water stations and waste hose storage, and implemented a record-keeping system for supplies. She serves on the chemical and safety committees, participates in mini waterpoint (environmental) audits, assists with deodorizer tests, and inspects due dates on sanitation of equipment and fire extinguishers. Exceptionally bright, outgoing, and personable, she mentors new employees, showing concern, developing teamwork, and assisting them in adapting to the workplace.

Every day since she started in 1991, Patricia Murphy has been thoroughly dependable, calm, and not without a cheerful word for anyone she meets. Her enthusiasm has never diminished. Superintendent Al Marelo said, "She never refuses a request and always has ideas to contribute."



Michael J. Nee
Foreman III, Mechanical, New Orleans, La.

Mike started his career with Amtrak as a lead electrician 29 years ago. During his 27 years working on locomotives, Mike became a recognized expert in locomotive troubleshooting and training in New Orleans and throughout the country and helped with the most difficult projects. In 2004 Mike transferred to the car side, where he has shown the same initiative and dedication.

During the time he oversaw the GE Sage program, reimbursements increased from a few hundred dollars to an average of \$84,000 per month.

In the 1980s, Mike was loaned out to Beech Grove to help train all locomotive shop employees on the newly acquired GE P-30 locomotives. In 2000, when cracks were discovered in GE locomotive trucks, Mike supervised a project to re-truck 86 locomotives over a two-year period without injury or incident.

In summary, whether its troubleshooting a locomotive or helping the secretary find a car number to pay an invoice, Patty Hebert, the secretary for the PM line says, "Mike is someone who will never tell you no. If he can help you, he will." John Burbach, who worked with Mike in the locomotive shop, says, "Mike is always on the leading edge of troubleshooting. He doesn't sit in an office. He gets involved with making sure the job is done correctly and safely."



John C. Parke
Director/Public Health Procedures & Assurance,
Environmental Health & Safety, New York, N.Y.

John C. Parke began his employment at Amtrak in 1983 as a yardmaster in New York. In August 1987, he became the regional manager of Public Health based in New York, and in 2005 was appointed Public Health director in the EHS department.

John has educated employees on the importance of public health and safety in their food handling and car maintenance activities; found more cost-effective and efficient methods for pest control, and food and water safety; and collaborated with the Mechanical department on food service equipment design.

John was a leader in the establishment of a new pest control service contract that was re-bid in 2005. This multi-million dollar contract has provided upgraded service and will save Amtrak an estimated \$1.3 million each year of the four-year contract, resulting in potential savings of over \$5 million.

Because of John's knowledge and abilities, he has become an excellent sounding board for new menu items and on-board issues such as cooking and product shelf life. He has been involved in various projects, such as equipment design for *Acela*, and redesign for the Capstone and Diner-Lite equipment. John Parke is the employee you wish you could clone — he not only knows his business, but helps others do their jobs better.



Wayne A. Parker
Reservations Sales Agent, Marketing & Sales,
Philadelphia, Pa.

Already a President's Service & Safety Award winner in Achievement (2002), Wayne A. Parker has continued his astonishing work ethic at the MARSCC.

Since joining Amtrak seven years ago, Wayne has consistently made selling and good customer service a top priority.

Since fiscal year 2000, Wayne has won the prestigious Sales Excellence Award annually. This award is based upon exceeding the office average in the categories of On-Phone Time, Revenue Per Hour and Attendance. In fiscal year 2005, the office attendance average was 3.5, while Wayne's was 1.2. The office average on-phone time was 98.2, while Wayne's average was 99.5. During the last six years he booked revenue in excess of \$13.4 million, far exceeding any previous records. His sales potential continues to be a phenomenon. Wayne is able to skillfully identify an anomaly with fares and solves problems, before they result in a loss of revenue for Amtrak. There is no challenge that he will not attempt to resolve before seeking management intervention. Wayne constantly encourages his team members to perform to the optimum of their abilities and has motivated them to increase their performance in sales, on the phone and transfers to our partners.



Lonnie Dean Perkins, Sr.
Senior Analyst, Procurement & Materials Management,
Philadelphia, Pa.

Lonnie Dean Perkins Sr. began his career with Amtrak in 1989 as a C & S helper, and held jobs steadily increasing in responsibility until 1995, when he left the company. In December 1996, he rejoined Amtrak as acquisition manager and in 1999 was promoted to senior manager Inventory Services. In May 2006, he was promoted to his current position of senior analyst Procurement.

Lonnie's actions as senior manager Inventory Services saved Amtrak millions of dollars in cost avoidance. For example, the FY '06 Maintenance of Equipment Capital Program (developed during 2005) was reduced by approximately \$20 million. This was initiated by Lonnie and his team studying the bills of materials requested by the Mechanical department and running them against historical usage and on-hand inventory.

Lonnie's expert ability to analyze the data from AAMPS and WebFocus insures that there is a constant and uninterrupted flow of

materials to the Mechanical Shops, thereby making certain that the mechanics have the proper tools to complete their job.

As noted by Paul Hackney, nominator and peer, "Lonnie Dean Perkins, Sr. has an exemplary work ethic and his team-building skills are second to none. If you were to start a company from the ground up, you would want to model your employees after him."



Richard H. Phelps, Jr.
General Superintendent/Southwest Division,
Transportation, Los Angeles, Calif.

An Amtrak veteran of over 33 years, Richard H. Phelps is currently general superintendent of the Southwest Division and responsible for 1,200 employees and a \$127 million budget.

Versatile and accomplished define Richard, who is a most effective senior manager. He leads by example throughout the division, always greeting, listening or assisting employees and passengers alike. Richard is proactive about generating grass-roots support. Dr. Bill Pollard, Chairman of the *Texas Eagle* Marketing and Performance Organization (TEMPO), calls him the key in "helping us to help Amtrak," while Joe Kyle of the Oklahoma Department of Transportation considers Richard the go-to-guy for that state's *Heartland Flyer*. His partnership successes have set the corporate standard for projects systemwide.

Richard has a long and distinguished safety commitment record. He exemplifies the mission of organizations such as Operation RedBlock and Operation Lifesaver, Inc. by empowering his teams to educate. Recently, he has also been a champion of cost-effectiveness associated with *Sunset Limited* on-time improvements, Texas Mechanical department innovations and California commuter productivity.

Richard Phelps is a proven leader who knows how to motivate teams for success. He is a great listener who communicates well with his staff, supports all aspects of the division's operation, and never loses his professional demeanor.



Roger A. Rigger
Assistant Mechanical Superintendent, Mechanical, Beech
Grove, Ind.

Roger A. Rigger began his Amtrak career with Mechanical's Beech Grove facility as a pipefitter on April 1975. Over the years, he has held positions including foreman, shift manager, manager quality assurance and audit, general foreman, and currently assistant mechanical superintendent.

Roger is a visionary with dynamic ideas and creative solutions and he strives for continuous improvement. Backed by strong technical skills, people skills, as well as planning and organizational skills, he has improved the processes under his control and improved the efficiency of the areas in which he has worked. For example, Roger's leadership on the Superliner I remanufacturing project in 2005 resulted in significant cost savings through a series of productivity improvements implemented by him and his team.

Roger will be the first to credit his employees for accomplishments. His supervisor, Mechanical Superintendent Lew Wood states, "Roger guides and encourages others to implement new ideas and achieve continuous improvement. He challenges his people to push themselves. He is a true team player who never credits himself but always credits his team. On the other hand, he takes full responsibility for any failures. He is a teacher and defends anyone who tries to do a good job. He uses honest mistakes as learning tools for others."



Ricky R. Rose
Foreman III/Diesel & Electric Locomotives, Mechanical,
Washington, D.C.

Ricky R. Rose has been with Amtrak for almost 20 years. His current position is foreman III, Diesel and Electric Locomotives.

Over the past several years, Ricky has worked closely with other managers to coordinate modifications and tests of locomotives without adversely affecting day-to-day operations. Ricky was brought on the locomotive side as an electrician tech because he was considered one of the best and others have stated that he is the "best HHP guy in the division, probably in the company." Additionally, the department has been able to troubleshoot problems better with Ricky's invention of a door tester. Ricky has also developed a hot bearing detection system to ensure modifications work properly and to ensure the proper operation and configuration of car wiring.

Ricky's attention to high-failure items and his recordkeeping were so remarkable that Amtrak successfully negotiated withholding payment for many items under warranty.

Ricky Rose is the epitome of what a foreman III should be. He knows his people, he knows his product and he manages information. Master Mechanic Michael Kapela, stated, "Ricky Rose stands tall above everyone else. He is a team player. He does not wait to get educated, he reads, researches and self-educates. His enthusiasm and demeanor flows into the labor force."



George L. Rueger
ARASA Foreman, Procurement & Materials Management,
Philadelphia, Pa.

George Rueger began his career at Amtrak in December 1978 as shop mechanic, and in 1984 he moved to the position of machinist in the Philadelphia Truck Shop, where he has been for 22 years, the last nine of which he's served as the shop's ARASA foreman.

George is one of the prime motivators for achieving outstanding customer service. His respect for the men he supervises, his supervisors and his department's customers are a great example for any new employee to follow. George embodies the spirit of a can-do attitude, which permeates the Philadelphia Truck Shop.

George's ability to maintain a vehicle shop that operates in two shifts while providing a safe work environment is not an easy task. His ability to administer the utilization of the vehicle pool while keeping the repair work flowing in the Truck Shop is an admirable feat. Under George's supervision, the Philadelphia Truck Shop continues to enhance production while keeping ever vigilant on safety.

George's nominator Director, Automotive Don Lubinsky said, "One of the rewards of a railroad career is getting to know truly inspirational people. For me, George has been one of those rewards."



Valerie F. Samuel
Senior Administrative Assistant, Finance, Washington, D.C.

Valerie Samuel has demonstrated quality job performance and has regularly exceeded expectations throughout her 32 years of service to Amtrak. Phrases like "proactively helpful" and "demonstrates good judgment" are heard often when describing her.

Valerie is considered a role-model employee, showing good judgment and professionalism, and always leading by example. She is given high marks for teamwork and work ethic. In her job, this is extremely important since some of her external customers include Congress, the FRA, the Department of Transportation, and Amtrak's Board of Directors, among others, who receive the end product of her regular report production.

Valerie assumes tasks above and beyond her normal responsibility, which makes the coordination and dissemination of information in the numerous Finance department locations better and enhances staff productivity. She has done that for long stretches of time when the support staff was short-handed. The improvement of report formatting for quicker assembly and distribution is credited to her creativity, initiative and skill. Her latest project involves in-house PC production of reports, reducing time and costs.

Valerie has served six CFOs in her career with professionalism and flexibility and has maintained the continuity of the department. By doing her job so well for so long, it's easy to see why she had eight co-nominators and a long list of people willing to tell why they agree that Val Samuel is a very deserving winner.



Michael J. Scaringe
Director of Warranty Enforcement, Mechanical, Beech Grove, Ind.

Michael J. Scaringe began his career with Amtrak in 1978 and has held numerous positions throughout the company. He started out as a laborer and has worked his way up to director of Warranty Enforcement in the Mechanical department, where he is responsible for the field warranty enforcement for the General Electric locomotive fleet.

Mike is known to be a dedicated and hard-working individual. Committed to doing what is best for Amtrak, he is conscious of the company's scarce resources and makes decisions based on reducing costs. In an effort to improve the quality of the diesel locomotive fleet, Mike has implemented numerous modifications in recent years. Mike was instrumental in designing a composite nose that could be replaced in the field. He was also involved in the installation of the Automatic Engine start/stop system modification, which reduces fuel consumption and limits its emissions.

Mike has worked diligently with the Sage service agreement for the locomotive fleet. Summary reports indicate huge savings in FY '06.

Mike believes that he is there to help everyone at the facilities and works countless hours to make himself available. He is always willing to go the extra step to help someone in need — Michael Scaringe is a true asset to the company.



Janet E. Schlotthauer
Human Resources Specialist, Human Resources, Los Angeles, Calif.

Janet Schlotthauer's Amtrak career began as a reservation and information clerk in September 1980. During her 25-year tenure at Amtrak Janet has consistently excelled in each position she has undertaken with professionalism, zealotness and tenacity. Janet's attention to detail and perfection are wonderful attributes in her current position, which she has held since July 1998.

Janet is the go-to person for assistance in myriad situations, from creating reports to giving of herself and her time. Janet has received many letters of commendation from both internal customers and community agencies, such as the American Red Cross and United Way.

Janet provided valuable feedback to improve the enhanced version of mySAP. She also developed instructions for users of the HRS Master Update Sheet, which has proven to be an invaluable managerial tool. Janet employs problem-solving techniques to achieve solutions for the betterment of Amtrak, as evidenced by the well-executed initiatives she has undertaken.

Janet has emerged a champion of change by implementing streamlined work processes affecting daily recruitment activities, rejecting frivolous or irrelevant requests for educational assistance, and favorably negotiating HR vendor-provided services at a lower cost to the company.

Janet Schlotthauer's unwavering positive attitude is contagious. Her values and work ethic are admirable and her integrity is beyond reproach.



Alfred E. Shaw, III
Director of Project Reporting, Engineering, Philadelphia, Pa.

Alfred E. Shaw III has shown consistent performance excellence for over 20 years in both technical and financial roles. Because of his tenure with Amtrak, he has a wealth of knowledge about the corporation's engineering, mechanical, operating and financial systems.

When Al was in the Electric Traction department, he saw the need for a software program that tracked the disposition of material being used on construction and maintenance projects. From this, his program grew to include other uses including manpower, purchase orders and overhead charges and other areas of engineering, and this is how Work Element Explorer came about. The system allows project managers to track spending on individual projects on a day-by-day basis, project history and predict future spending compared against budget. Al designed the WEE reporting system so that the end-user can custom tailor the output. Today the program is used systemwide by Engineering with use by other departments pending.

Because Amtrak now reports its expenditures electronically, many state and local agencies accept these reports verbatim. On capital projects, the company sees much quicker payment on reimbursable items, thus improving the cash flow. Alfred Shaw knows the system must be updated daily and it's not uncommon for him to update the system from home or while on vacation.



Richard Showalter
MW Repairman/Foreman, Shop/Equipment, Engineering, Philadelphia, Pa.

Since his start in 1980, Richard Showalter has distinguished himself as a valuable asset to Amtrak. He has worked in the Engineering department as a mechanic, a repairman/foreman and a qualified supervisor, shares his knowledge with his co-workers and regularly networks outside of the corporation.

In 2005 the Track Laying System was furnished with a new plow. Unfortunately the manufacturer could not get the plow to work as intended and it was estimated that the re-work would take 10 days. Rich made it happen sooner and saved Amtrak \$75,000 in potential lost-production days.

Because of the age of the TLS, many of the subsystems on the machine are now decades old and the manufacturer no longer stocks the parts. Rich was instrumental in getting these systems converted from electrical systems to hydraulic systems. He spent countless hours of his own time digesting technical manuals, looking up data on the Internet or talking to equipment engineers about how to adapt the system. As a

result, all the conversion work was done in-house and has added to the life of the TLM.

Richard Showalter is truly dedicated to his job and has an unequalled willingness to give of his own time and resources.



Maureen B. Smith

Manager Reprographics/Mail Services, Procurement & Materials Management, Philadelphia, Pa.

Maureen B. Smith started with Amtrak in 1978 as a steno clerk, and she was promoted to progressively more responsible positions. In November 1999 she was promoted to her current position of manager Reprographics/Mail Services in Philadelphia's 30th Street Station.

Maureen is the perfect example of an employee who has consistently excelled in the performance of her duties with dedication. Maureen achieves cost savings by efficiently managing the Philadelphia Reprographics/Mail Center, which supports over 700 employees in the Philadelphia area. She maintains diligent oversight of the copier equipment fleet for her reprographics shop and offices in 30th Street Station and the former NEC SBU (250-plus copiers and \$1-plus million in budget dollars).

One of Maureen's significant accomplishments is her involvement in the development and implementation of the new national copier equipment contract and policy. She conducted a national survey to retrieve copier inventory information for every Amtrak copier and consolidated the data into one spreadsheet. Maureen continues to put in extra hours on this national program, in addition to her regular responsibilities of managing her fast-paced operation.

Maureen Smith exemplifies the numerous qualities found in an exceptional employee — dedication, integrity, teamwork, professionalism, and competence.



Charles J. Sorce

Electrician Technician, Mechanical, Wilmington, Del.

Charles "Charlie" Sorce started his career with Amtrak in February 1976 as an electrician, and in 1993 he was promoted to an electrician technician. Charlie has dedicated 30 years to the Mechanical department at the Wilmington Shops.

Charlie developed designs to improve product quality and functionality. He took the lead on the installation of a test facility for HHP and AEM-7 equipment, which provided detailed testing records and improved unit quality and performance. He does countless hours of research on his own time on specific parts and how they relate to other parts.

He is sought out by engineers, fellow employees and vendors for guidance. Equipment Investigator John Grey has known Charlie for 30 years and said that he has always been able to rely on him. "He is truly deserving of this award," he noted. Charlie is the go-to person in the shop and will train anyone who needs his assistance. Claude Kumpel, general foreman and Charlie's supervisor said, "If it weren't for Charlie, I would not be able to do my job."

Charles Sorce works tirelessly to achieve the best results for the Wilmington Shops and for Amtrak. He is able to work on multiple tasks and never loses his patience, positive attitude, or his sense of humor.



Mildred Soto

Senior Contracting Agent, Procurement & Materials Management, Miami, Fla.

After Mildred Soto started her career with Amtrak in October 1995. After she moved to Miami, she began dual responsibilities as senior contracting agent for Procurement and Material Control manager of the Hialeah Warehouse for Materials Management, and she is equally dedicated and proficient in both tasks.

As senior contracting agent, Mildred has the responsibility for the procurement of goods and services in support of the engineering and mechanical initiatives in the Southeast and New Orleans. As the warehouse manager, she provides support and material to the Hialeah/Miami Maintenance Facility with its assigned rolling stock fleet totaling 229 pieces of equipment. For the period she's been there, there have been zero reportable injuries, she's managed a staff of seven in a 24/7 operation while processing complex procurement requisitions for major Mechanical and Engineering projects within established turnaround times.

Mildred maintains a positive attitude, extends herself to assist other members of the Procurement staff with their workloads, has unquestioned integrity, and is a fair, yet firm, manager.

Co-nominators Chris Gambriel, director, Field Procurement East and Director, Materials Management Mike Golden, state that Mildred's professionalism and dedication to her job, to Amtrak, and to our customers is evidenced by the successful way she has always handled both responsibilities.



Robert Steinbeiser

Service Engineer, Mechanical, Philadelphia, Pa.

Robert A. "Bob" Steinbeiser began his career with Penn Central in 1970 as a laborer and eventually became an equipment inspector working on the original Metroliner equipment. When Amtrak took over Penn Central in 1976, Bob became a field technician. Today, Bob works as a service engineer, providing technical support to *Acela* on-board crews and correcting mechanical problems encountered en route.

Bob's former supervisors stated that he was the best tech Amtrak had — always available and always able to get things running. *Acela* Conductor Randy Klein said, "Bob's remarkable — when there's a problem Bob is on the ball. If it can be fixed, Bob will fix it." Bob's co-worker *Acela* Service Engineer, Technician Gary McDaniel said, "You can't substitute the experience that Bob has and the quality of his work is consistent day in and day out." Bob keeps the equipment running, and he doesn't forget how important passengers are to Amtrak. At the end of his day, when he's getting off the train, Bob's co-workers often see him helping an elderly or disabled passenger with their bags.

Bob is highly regarded in the Mechanical department and his continued dedication and exceptional performance during his 30 years at Amtrak makes him worthy of the award.



Frances Sullivan

Supervisor, Customer Relations, Marketing & Sales, Philadelphia, Pa.

Frances Sullivan's Amtrak career began in 1978 as a reservation sales agent at the Bensalem Reservation Sales Call Center and she worked in that position through 1990. She held positions as rate quotation clerk and in the Tour department. She worked as a

trainer of new hires and in 1993 was promoted to training supervisor, moving on to team leader, a position on the sales floor. Fran was recognized for her outstanding work as a team leader, and was subsequently selected to serve as team leader of the Rate Desk. When the Customer Relations operation transferred the majority of its functions to the call center, Fran was selected to fill a customer relations representative position, and based on her outstanding efforts in that capacity, she was then chosen to supervise that department.

Her concern for her fellow employees is an example we all could follow; Fran has made hospital visits to direct reports and even spearheaded a fundraiser when an employee's house burned in 2004. With all the superlatives mentioned, perhaps the most impressive is the respect Fran Sullivan has achieved.



Richard L. Talmy

Lead Service Attendant, Transportation, Los Angeles, Calif.

Richard L. Talmy started his railroad career in 1959 at Burlington Railroad. In 1973, he was hired as a waiter on Amtrak and he was the LSA on the very first *San Joaquins* train on March 6, 1974. He was a train attendant and in 1997 became an LSA on the

Pacific Parlour Cars on the *Coast Starlight*.

Many of the LSAs have modeled their service after Richard's. His announcements about the scenery are so good that some of the Trails and Rails docents borrowed some of his information. He spends his personal time researching the route to enhance his presentations. Richard has generated about twice the average sales over the past three years. He generates more complimentary letters in a year than most employees get in their career, and in 2005 he was the recipient of the prestigious ACAC Customer Service Award. In his spare time, he helps other employees bussing tables, serving food and making reservations for the dining car LSA.

Richard cares about every customer he deals with and every employee he works with. In the words of a fellow employee, "Richard Talmy doesn't work because he has to, Richard works the Parlour Car because he loves to," and it shows.



William W. Thompson

Carman, Mechanical, Seattle, Wash.

William W. "Bill" Thompson joined Amtrak in 1989 as a carman in Minneapolis and in 1992 transferred to Seattle, where he works in the station inspecting and turning long-distance, Amtrak *Cascades* and *Southern* trains. For some, servicing these trains would be a full-time job, but Bill is always looking for other tasks he

can do to improve the overall operation and the satisfaction of our passengers.

For example, Bill fixes the steam cleaning system when it breaks down, services the off-road vehicles, manages the fuel log and performs weekly water point inspections.

By immediately inspecting trains for defects and reporting them, Bill gains the facility another hour-and-a-half to repair any defects. Bill has set up a production line to rebuild Budd brake shoes, which reduces an all-day job to about an hour.

Bill fosters goodwill with the train crews by cleaning the headlight and windshield of each locomotive before it departs.

According to his co-workers, Bill is one of those people who gets his work done and then looks to help others. Gil Bruno, recently retired

superintendent in Seattle, said, "Bill Thompson is a hard working dedicated employee. He believes in his work. He feels he makes a difference and his performance reflects it."



Craig Willett

Passenger Engineer, Transportation, Milwaukee, Wis.

Craig Willett began his career with Amtrak over 32 years ago and is still going strong. Over the years, he has worked in several jobs, from management positions to locomotive engineer.

Since 2001, Craig has been evaluated 391 times with no failures. These evaluations are conducted semi-annually. Based on a rating system of 1 to 5, with 1 being extraordinary, Craig's score has been 1.5 in 16 categories over 5 years.

Craig's annual employee performance reviews are exceptional in every category. His supervisor says, "Mr. Willett is a very knowledgeable engineer and handles his trains very well. He has been very helpful and is praised for helping and teaching the less-experienced engineers in the crew base. Mr. Willett's entire railroading career has zero injuries, zero rule violations and his attendance is perfect."

Craig has an excellent record that has been sustained for years. He is a model employee, we trust him with our new hire engineers because we know when he signs off on the final product, it will be quality — just like his career at Amtrak has been. Our hats go off to Craig Willett, passenger engineer for the Central Division.



Christina M. Wynter

Coach Cleaner, Mechanical, Bear, Del.

Christina M. Wynter has been with Amtrak eight years. She is the perfect role model and leader. She works to build good relationships with her peers and continues to earn the respect of all those who come in contact with her.

General Foreman Harvey Poole, Christina's current supervisor, reported that, "She is an excellent employee with superb work habits. She is proactive and often makes suggestions outside the scope of her job. She has even brought her own tools to better perform her job."

Nominator and former supervisor Tom Mealy said, "Christina comes to work every day prepared to perform her best. Her quest for exceptionally cleaned cars is surely appreciated by the passengers who ride our equipment."

General Foreman Brian Robinson stated that when Christina was under his supervision, "She would complete her assignments and help anyone who was a little behind. She had a keen eye for less-than-quality work and readily approached her peers to demonstrate how the job was to be done correctly. She made sure she performed to the highest of standards." Robinson continued, "This type of performance definitely impacts productivity."

Christina Wynter symbolizes the professionalism, ethics and caring with the best interest of Amtrak in the forefront.

VALOR



William E. Herndon
Conductor, Transportation, Little Rock, Ark.

On Sept. 28, 2005, at approximately 11 p.m., 49 miles south of St. Louis and traveling at approximately 55 mph, the *Texas Eagle* rounded a curve and collided with several boulders, causing the locomotive to overturn and four cars to derail. Ninety passengers and 13 crew members were aboard. That night, the cry for help brought out many brave actions from Conductor William E. "Bill" Herndon, a railroad veteran who had nearly 17 years' experience.

The engine was lying on its side and a sleeping car came to rest against the track. The rest of the cars were also derailed, though upright, and only emergency lighting was available.

Bill was bruised and shaken from the derailment, but at all times his passengers and co-workers were foremost in his mind. He assisted in evacuating three crew members trapped inside the cab of the derailed locomotive, which was less than 100 feet from a bridge over a deep ravine and leaking diesel fuel. Despite the leaking fuel, the fumes and the potential for fire or explosion, Bill placed himself in imminent danger to save three lives.

Our hats are off to Conductor Bill Herndon — we salute him for his courage and strength that night and for his love of our passengers.



John P. Warner
Trackman/System Production, Engineering, Philadelphia, Pa.

Ask Helen Rogers who her hero is and she won't hesitate: "John is, and always will be, an extraordinary guy ... John saved my life."

On May 12, 2005, John P. Warner was on the railroad with two other employees when they witnessed Helen's car get hit by a truck, careen into an adjacent gas station and come to rest against gas pumps, which began leaking under and around her now-burning car. Power lines in the area were also pulled down.

John said... "I saw her face and the fear, and I heard her scream ... for just that moment, which seemed like a flash, nothing else mattered to me. I knew if I didn't react immediately she would die." Through the electric wires, the smoke and flame, he spoke to her calmly, got the door open, undid her seat belt and carried her around the fire and wires, laying her down as EMS arrived.

Tom Denio, superintendent Engineering Production wrote the following in a certificate of appreciation to John, "Without concern for your own personal well-being and safety, you rescued a woman from a burning vehicle while working at Eddystone Station ... your swift and decisive actions were heroic in nature and undoubtedly saved a fellow human being's life."

Office of the Inspector General Team

In the immediate aftermath of the Katrina, 18 men and women from the Office of Inspector General's Office of Investigations (OI) volunteered to assist with Gulf Coast law enforcement and rescue effort.

Within days of Katrina's landfall, law enforcement efforts in the affected areas were beginning to disintegrate and anarchy was prevalent. The selfless, courageous actions of the 18 in assisting Katrina survivors included helping with rescues of survivors and providing security for medical and National Guard teams on mortuary duty. This security

involved protection against news media, adverse conditions such as the collapse of structures, and starving dogs that were running in aggressive packs.

They also provided security for Amtrak property, Federal buildings, FEMA locations, VIP political figures and firefighters. They performed house searches for survivors or victims, participated as liaisons with the Secret Service and Department of Navy for preparation of President Bush's arrival in New Orleans, and assisted with many Amtrak security issues.

OI personnel frequently stopped to question suspicious individuals while patrolling the streets to ascertain if their purpose for being in the area was legitimate. Two of these routine patrols resulted in six arrests.

By performing law enforcement functions, especially during times of civil unrest, OI staff placed themselves in life-threatening situations to assist the citizens of a devastated community.

Team Members:

Gilbert M. Cenicerros, *Special Agent, Los Angeles, Calif.*

Douglas L. Davison, *Special Agent, Washington, D.C.*

Michael A. DeJoseph, *Supervisor Special Agent, New York, N.Y.*

John E. Grimes, III, *Chief Inspector, Baltimore, Md.*

Joseph B. Haggerty, Sr., *Senior Special Agent, Washington, D.C.*

Renee M. Jackson-Dixon, *Supervisor, Special Agent, Washington, D.C.*

Debra D. Johnson, *Special Agent, Washington, D.C.*

Michael J. Mullen, *Special Agent, Philadelphia, Pa.*

Joseph O'Rourke, *Regional Special Agent in Charge, Philadelphia, Pa.*

Hamilton D. Peterson, *Senior Dir Special Invest/Deputy, Washington, D.C.*

William D. Purdy, *Senior Special Agent/Mgr. Tech, Philadelphia, Pa.*

Paul Santoro, *Senior Special Agent, Philadelphia, Pa.*

Wayne P. Stovall, *Chief Inspector, Los Angeles, Calif.*

Kimberly G. Tester, *Special Agent in Charge, Chicago, Ill.*

Stanley A. Turner, *Special Agent, Chicago, Ill.*

Noah L. Walls, *Special Agent, Los Angeles, Calif.*

Gary Weatherspoon, *Special Agent, Philadelphia, Pa.*

Michael H. Weiss, *Supervisor, Special Agent, Washington, D.C.*



Cenicerros



Davison



DeJoseph



Grimes, III



Haggerty, Sr.



Jackson-Dixon



Johnson



O'Rourke



Peterson



Purdy



Santoro



Stovall



Tester



Turner



Walls



Weatherspoon



Weiss



Train 27 Valor Team
Assistant Conductor Chris Blankenship
Conductor Jason Cox
Engineer David Zornes
Transportation, Portland, Ore.

On the morning of April 3, 2005, *Empire Builder* #27 derailed on its way from Spokane to Portland. The locomotive remained upright while the four passenger cars came to rest at a 45 degree angle dug into an embankment, breaking windows and doors and filling cars with dirt and debris. The weather was cold and rainy.

Chris Blankenship, who joined Amtrak as an assistant conductor in January 2001, was in the lower-level of the lounge car where he was thrown about at the time of the derailment. Although seriously injured, Chris ignored his own needs and went to work assisting passengers and assessing the situation with the crew. His supervisor, Service Manager Pete Cozzi, remarked, "No one had to ask Chris, he jumped right in."

Hired in June 1977, Conductor Jason Cox works very closely with his engineer and assistant conductor. Despite being injured in the derailment, he maintained contact with dispatch and Amtrak, expediting rescue and clean-up. He also rescued passengers, many of whom were elderly and handicapped. One of his supervisors, District Manager Tony Buscemi, reported that Jason set the tone, keeping the passengers calm.

Locomotive Engineer David Zornes, who came to Amtrak in August 1999, was at the helm of Train 27 when it derailed. After making the necessary contacts to Amtrak and the host railroad, David began to rescue and triage passengers. According to Cozzi, David carefully weighed the time he could be on the ground assisting his passengers and the time needed to coordinate with the dispatcher for the handling the train equipment.

Thanks to the efforts of these three individuals, passengers were able to escape. By the time management arrived all passengers were triaged in ambulances and school buses and on their way to hospital or a rest site.

PRESIDENT'S SAFETY CONTEST WINNER

President's Safety Contest

At the conclusion of each fiscal year, the division with the lowest reportable injury ratio (number of reportable injuries for each 200,000 hours worked) in each of the three major operational groups is recognized for achievement. The lowest ratio among commuter agencies is also recognized. This department-leading performance is testimony to an overall commitment to safety and reflective of an on-going effort to reinforce safe behaviors and promote a safe work environment. The groups below are winners of the FY '05 President's Safety Contest:

Engineering – West Division

Reportable Injury Ratio - 0.0

Mechanical – New England/New York Division

Reportable Injury Ratio - 1.8

Transportation – New York Division

Reportable Injury Ratio – 2.6

Commuter Service – VRE (Mid-Atlantic Division)

Reportable Injury Ratio – 0.9

ENVIRONMENTAL DIVISION OF THE YEAR

Environmental Division of the Year New England Division



CEO Alex Kummant and New England Deputy Division Engineer.

The New England Division is recognized with the FY '05 Environmental Division of the Year award for best overall environmental performance. Their inspection reviews resulted in not only a low number of negative findings, but also a high number of positive findings. In addition, employees throughout the division worked actively to main-

tain environmental compliance and demonstrated an understanding of spill prevention techniques as evidenced by the low number of spills during FY '05.

2006 CHARLES LUNA SAFETY ACHIEVEMENT AWARD

In 1963, Mr. Charles Luna was elected president of the Brotherhood of Railroad Trainmen, and was re-elected in 1964 and 1968. In 1970, he was designated by President Nixon to be incorporator and a member of Amtrak's Board of Directors. Mr. Luna was also appointed by Presidents Ford, Carter and Reagan to serve successive Board terms and served longer than any other board member.

His legacy of employee dedication continues at Amtrak through the Charles Luna Safety Achievement Award, which was established in 1990. The award, now a part of the President's Service & Safety Awards program, is presented to the employee or group who demonstrates the highest degree of safety awareness.

As top scorer in the Safety Achievement category, Mr. Alfonse Marelllo is the winner of the 2006 Charles Luna Safety Achievement Award.

A Monthly Publication
for and by Amtrak Employees

A M T R A K

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Volume 12 · Issue 1 · January 2007



New Executives Join Amtrak Team

New members of the company's senior leadership team are settling in, following some personnel and organizational changes announced by the company in mid-December.

Three new executive-level appointments, in addition to other organizational changes, were made to position the company for the future. "Ridership and revenue continue to grow and we've made a lot progress in the past few years — from rebuilding the railroad to paying down the debt — but we still face tremendous challenges ahead. One of my chief responsibilities as president of the company is to build the team that can tackle the challenges and I believe these changes will accomplish that," wrote President and CEO Alex Kummant in a Dec. 18 *Special Employee Advisory*.

Part of the reorganization also involved repositioning three departments so that the heads of those departments now report directly to Kummant.

One of those direct reports is Chief Risk

Officer James McDonnell, who comes to Amtrak with over 30 years of national and international security and counterterrorism experience. McDonnell manages the Police and Security department and is responsible for all security matters involving risks to Amtrak across the country, as well as for leading the company's partnerships with federal, state and local public safety entities.

Before joining Amtrak, McDonnell served as president of the McDonnell Consulting Group, LLC, providing terrorism-related risk management, crisis management, and infrastructure protection solutions for large firms and government agencies.

Immediately following the 9/11 terrorist attacks, McDonnell accepted an executive appointment at the Department of Energy, where he led the Office of Energy Assurance. When the creation of the Department of Homeland Security (DHS) was

announced, he joined the White House Homeland Security Transition Planning Office. Following the creation of DHS, McDonnell served as director of the Protective Security Division of DHS and was a key leader in the management of all national responses to threats, incidents and national disasters.

Also new to the company is Roy Johanson, who serves as vice president of Planning and



Johanson



McDonnell



Trainor

Analysis. Johanson has developed corporate strategies for a range of industrial, transporta-

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First-Quarter Ridership, Revenue Results Come in Strong

Boosted by exceptionally strong *Acela Express* performance, Amtrak closed the first quarter having carried nearly 6.4 million passengers, 4 percent more than the same period last year and in line with budget. Ticket revenue of \$379.2 million, 10 percent more than last year, was also 3 percent better than budget.

Significant changes as a result of the *Acela*/NEC Improvement Program yielded a 19 percent jump in *Acela Express* ridership in the first quarter (13 percent better than budget) and a 21 percent increase in ticket revenue (14 percent over budget). In addition, passengers' choosing *Acela* over *Regional* service, revenue management, and a comprehensive, full-court press marketing campaign helped drive the results.

"We've aggressively sought *Acela* improvements, such as consistent better on-time performance, faster trip times and higher levels of customer service, and they are starting to pay off," said Marketing and Product Management Vice President Emmett Fremaux.

Acela on-time performance in the first quarter 87.3 percent. Consistent with current ridership and revenue trends, *Acela* customer satisfaction scores are up over last year due to the service changes.

Higher fares, in addition to the diversion to *Acela*, affected *Regional* service ridership, which fell short of last year and budget in

the first quarter. While higher fares affected ridership, they nevertheless contributed 5 percent more ticket revenue than last year's first quarter.

With the introduction of new or expanded service in Illinois, Pennsylvania and California in October, short-distance train ridership

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Senators Introduce Amtrak Legislation

On Jan. 16, U.S. Sens. Frank Lautenberg (D-NJ) (right) and Trent Lott (R-MS) and 18 other senators introduced the Passenger Rail Investment and Improvement Act of 2007, a reauthorization bill that would enable \$19.2 billion in federal funds for Amtrak and intercity rail development over six years.



Photo: MichaelAaron Flicker

T R A I N O F T H O U G H T

As we look ahead in the new year, it's worthwhile to take a look back and see how much we've accomplished.

Last fiscal year, we closed the year ahead of budget, reduced the debt by approximately \$170 million (based on preliminary figures), carried 24.3 million passengers and generated a record \$1.37 billion in ticket revenue.

We haven't entered into any new debt agreements in over four years, about 70 percent of our rolling stock has been refurbished in the last five years, and Engineering unplanned minutes of delay have been trending down for the past two years.

From FY '03 to FY '06, *Acela Express* delays attributed to infrastructure dropped 64 percent. And thanks to our work on the corridor, we reduced *Acela* trip time by five minutes. For the first quarter of this fiscal year, *Acela Express* OTP was 87.3 percent, and overall performance of all Amtrak services on the corridor was 79.8 percent. And first-quarter ridership on *Acela* rose 19 percent over the same period in FY '06. These significant improvements also have the effect of raising the on-time performance of *Regionals* and the commuter services that operate on the corridor.

None of this is happy talk. The numbers are solid evidence that the work we've done to maintain financial discipline and clarity, and to raise the state of good repair of our infrastructure and our fleet are paying off. All of this progress is a reflection of the things that we do well. But this is no time to rest. We need to remain focused on continuous improvement — simply working at it and getting better every day.

There's no doubt about it — the quality of the service we provide today has a direct effect on the viability of passenger rail tomorrow. Excellent service translates to repeat customers, which builds ridership and drives demand. And that also applies to the service we provide our state partners.

It's clear that the big growth opportunity for passenger rail is in corridor development. Nearly half of our departures are state-supported and ridership on these trains is on the rise. Overall, we had 5 percent growth in FY '06 over FY '05. We've just expanded service in Pennsylvania, California and Illinois (which doubled the funding for rail) and are engaged in active discussions with a number of states about expanding service.



Alex Kummant

To support this growth, my aim is to better orient ourselves to present states with a clear, programmatic approach to corridor development. Think of it as a standard menu of Amtrak services and capabilities and the financials associated with them.

I believe that with a federal-state matching program for capital and an innovative approach to equipment procurement, we have the potential to meet the growing demand for passenger rail, doubling ridership in the next 10 to 15 years. But to double ridership in the future, we've got to continue to improve today.

Speaking of continuous improvement, our safety numbers so far this fiscal year are outstanding. Our FRA-reportable injury ratio for the first two months of the fiscal year is 1.9, against a goal of 2.8, and much better than the 2.9 for the same period last year. I see that as a reflection of the effort put in by both our front-line managers and employees and it makes me proud. It's early yet, but please keep up the good work.

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Amtrak Ink

Vol. 12, Issue 1, January 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation. Please send address changes to your local Human Resources office.

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Converted Diner-Lounge in Test Mode Aboard *Capitol Limited*

“May I offer you an appetizer?” Tasty appetizers are just a few new items lead service attendants are serving aboard the converted 37000 Diner-Lounge Prototype operating on a trial basis as part of the *Capitol Limited* consist through the end this month.

In service in December and January to test new food service initiatives to be launched on long-distance trains starting this summer, the car introduces a new dining service model and features aimed at reducing the long-distance food and beverage loss.

“During the trial period, we are testing the service capacity and revenue impact of this new food service operation,” noted Tom Hall, senior director of Food and Beverage.

The prototype is equipped to offer combined diner and lounge service from early morning to late evening, which is expected to increase food and beverage sales.

Originally built as a Superliner I diner and redesigned by Rolling Stock Engineering’s Industrial Design group, the car intermixes dining- and lounge-style seating and features an updated interior with curved booth and table elements, affording a casual dining atmosphere. The pantry area of the original car is replaced with an open walk-up service café and bar area.

With a seating capacity of 56, the 37000 car was built to augment a traditional dining car during heavy travel periods when demand is particularly high, or to operate as the sole food service car when passenger levels are low. In addition, operating the car as the only food service car helps cut down on mechanical and fuel expenses.

“The redesigned car will help us better manage the peaks and valleys of our service, offer customers more options and maximize our revenue potential,” explained Pat Willis, senior director OBS and Station Operations.

Among the added features, “happy hour” service with complimentary snacks is being offered daily between 8 p.m. and 9 p.m. And while passengers will continue to be seated for breakfast and dinner at designated times, an all-day menu that includes a variety of appetizers, such as Angus beef burgers, stone fired supreme pizza and beef burritos, is also available from 11 a.m. until 11 p.m.

Other services being offered include cart service for coach passengers and at-seat meals



Photo: Blair Slaughter

delivered from the diner-lounge to coach and sleeping car passengers. Cart service, which is quite popular on a number of short-distance services, allows passengers to purchase items from an attendant rather than navigating the train to buy a snack from the lounge car.

Passengers, on-board crews and focus groups, along with National Association of Railroad Passengers and Amtrak’s Customer Advisory Committee members, provided feedback based on their evaluations of various aspects of the car and service including the interior design, expanded food service hours and increased meal choices and options.

Based on the comments received so far, a number of design changes have been identified. For example, ventilation and additional lighting will be added to the galley area, a chute will be installed to send orders to the lower-level galley and a condiment station will be added opposite the service counter. Adjustments will also be made to the tabletop and booth design and a

display case will be installed at the service counter to showcase items available for purchase.

After the trial period ends next month, the Industrial Design group, Mechanical, Customer Service, Transportation and other departments will work together to fine-tune the design, services and amenities and Beech Grove mechanics will begin production.

In preparation for the car’s debut, *Capitol Limited* crews attended customer service training in early December. The full day class for On-board Service employees included sessions on preparing new appetizers and other menu items, providing cart service and putting into action key customer service principles. Other modules included information on Gate Gourmet’s role, public health, traffic flow and safety. Conductors and assistant conductors attended modules that reinforced their roles in providing excellent customer service.

Bear Mechanics to Rebuild More Keystone Service Cab Cars

While repairing Cab Car 9639 at Bear Car Shop, Carman Mike D. Devine, Jr. uses a cutting torch to smooth the edges of the pilot plow that prevents the train from running over debris and damaging the systems under the car.

Released early this year, car 9639 is the third cab car returned to service this fiscal year to support the faster, all-electric Keystone Service. Under the program begun in FY '04 aimed at refurbishing the entire cab car fleet, mechanics overhauled six units in FY '05, five in FY '06 and are budgeted to release another five this fiscal year. In storage for more than five years, the units require overhaul and substantial wreck-repair work.



Photo: Joseph Riley

System Safety Program Includes New Elements

As part of its effort to bolster its commitment to safety, Amtrak is implementing a comprehensive new program as part of the System Safety Program (SSP) that fosters a culture of safety aimed at managing hazards and preventing injuries. The SSP features two new components that were not part of previous systemwide plans: an employee safety program modeled after a successful Norfolk Southern (NS) program, and cross-functional safety risk reduction teams.

While the company closed the safety record books in FY '06 with nearly 100 fewer FRA-reportable injuries than the prior year, it fell short of its goal of 3.0 (per 200,000 hours worked), with a ratio of 3.3. "This plan has all of the ingredients we need to end this fiscal year with many fewer injuries and to reach our goal of earning a Harriman award," said President and CEO Alex Kummant. So far this fiscal year (October and November), the FRA-reportable injury ratio was 1.9 against a goal of 2.8, and better than the 2.9 for the same period last year.

The NS employee safety model was first implemented by Amtrak's Engineering department in early FY '04, and a cross-functional engineering team created last year helped drive a significant reduction of injuries.

Since 1989, the NS has been recognized every year for its safety achievement with an Association of American Railroads Harriman award. Known as the industry's top safety honor, the award is presented to a Class I railroad for achieving the lowest casualty rate per 200,000 employee-hours worked, taking into account the amount of work performed, as well as the number of fatalities, injuries and occupational illnesses as confirmed by the FRA.

Known as Section 15 in Amtrak's System Safety Program, the NS model is based on six fundamentals:

- All injuries are preventable
- All risk can be reduced or eliminated
- Prevention of injuries and accidents is the responsibility of each employee
- Effective training is essential for excellent safety performance
- Safety is a condition of employment
- Safety is an essential element of our business

While employee safety has always been one of the cornerstones of its overall safety plan, the program being implemented contains new elements. The com-

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Roadway Equipment Repairmen Recognized for Safety Achievements

Repairman Arnie Bands, hired in 1977 along with Repairman Rich Maxfield who started in 1982, have worked injury-free their entire career. Both are a part of Engineering Production's team of repairmen that are responsible for maintaining heavy equipment used for TLM, SES, undercutting and tie rail projects on the Northeast Corridor. Comprised of 27 repairmen, the team has not had an FRA-reportable injury in over two years. According to Regional Fleet Officer Kirt Flowers, their tremendous safety record can be attributed to "cooperation, commitment and communication."

Other Engineering Production groups achieving safety milestones include New York Division's group of 18 repairmen who have been FRA-reportable injury free for 16 years, New England Division's team of 12 repairmen who have not had an FRA-reportable injury since January of 2002 and the Mid-Atlantic Division's group of 20 employees who have gone for over two years without an FRA-reportable injury.



Photo: Kirt Flowers

At a staging area for a project in Thorndale, Pa., Roadway Equipment Repairman Arnie Bands repairs a pressure valve on a portable crane.

"These employees have established a climate of safety through promoting teamwork, continuously watching out for each other and staying focused on the tasks," stated Engineering's Senior Equipment Director Charles McMahon.

Engineering Production Team Earns Safety Recognition

The combined efforts of over 500 Engineering Production employees helped the group reach a milestone not reached by many others in FY '06 — a 62 percent reduction in FRA-reportable injuries over the prior year and an Engineering department award for Best Safety Improvement.

Some of that record is attributed to the group's adapting elements of the Norfolk Southern (NS) employee safety program to its own safety practices. The NS model has since been integrated into the System Safety Plan that is currently being implemented throughout Amtrak.

With a goal toward continuous safety improvement, Engineering Production Superintendent Tom Denio stressed personal involvement on the part of all employees. "You can't demand or delegate safety," noted Denio.



Photo: Aaron Thomas

(L. to R.) Engineering Production managers: Bill Linaberry, Charlie McMahon, Al Dempsey, Ken Webb, Mike Cotter, Gary Graves, Tom Denio, Deputy Chief Engineer, Maintenance Bruce Willbrant, Jerry Herndon, Bob Prater, Director, Business Operations Reuven Shiloh. Not shown: Jim Craig, Jim Harris.

Front-Line Employees to Undergo Targeted Security Training

This month, Amtrak launched the second phase of the System Security Awareness for Railroad Employees training program for over 14,000 Transportation, Mechanical, Engineering, and Police department front-line employees during Block Training, as well as Engineering and Mechanical department training camps.

The four-hour instructor led course focuses on chemical, biological, radiological, nuclear and explosive agents, weapons of mass-destruction, terrorist motives, and recognizing pre-incident indicators to prevent a terrorist attack on the railroad.

“Our goal with this intensive training is to continue to provide our employees with the tools and information they need to detect and prevent terrorists acts,” explained Inspector Felix Perez of the Amtrak Police and Security department.

The program supplements the online security training that began in February 2005, which covers the basic skills and knowledge that all employees need to carry out their respective roles in securing the rail system.

Conducted by CRA, Inc., an Alexandria, Va.-based national provider of homeland security planning, training and intelligence consulting services, the course supplies employees with weapons of mass destruction reference material and checklists, the means

and awareness to detect suspicious individuals and activities, and procedures for notification to facilitate a timely police response.

Amtrak’s annual Block Training program, which provides approximately 750 training sessions to all Transportation and Customer Service employees, is comprised of training modules covering topics such as departmental goals, customer service and safety. Job-specific instruction is also provided for operating craft employees, and covers areas such as AMT-3 (air brake and train handling instructions), AMT-2 (electrical operating instructions) and railroad locomotive troubleshooting.

The Engineering Training camps are designed to provide all of the federally mandated training required for railway employees and include topics such as FRA, OSHA and EPA operational and safety requirements, railway work and safety, fall protection and ad hoc training that may be requested by the divisions.

The Mechanical Training camps provide safety, regulatory and employee skills training to backshop, service and turnaround point employees, and contractors systemwide. The classes cover topics such as lockout-tagout (protecting and tagging the powered equipment that is being repaired), FDA rules and regulations and AMT-2 training.

Block Training and the Engineering and Mechanical Training Camp sessions are held in various locations, including Newark, N.J., Claymont, and Wilmington Del., Groton, Conn., Baltimore, Md., and Washington, D.C.

All employees required to attend the System Security training will be advised of the dates, times and locations of their corresponding sessions. In addition, the new security course may be available to employees not required to attend Block Training or the Mechanical and Engineering Training Camps. Employees outside of these groups who are interested in taking the class should notify their supervisor who will then contact one of the four training coordinators to determine if there is an open slot in the existing training schedules.

Department Training Coordinators

Engineering: Employee Development Specialist Dawn Bey

Mechanical: Senior Director Business Improvement and Integration Don Knapik

Transportation: Senior Director System Operating Practices Ron Robusto

Police and Security: Inspector Felix Perez

Chicago Terminal Yard Engineers Take Safety Seriously

Locomotive Engineer Dave Kubiak climbs onto a P-42 switcher at the Chicago Yards. Kubiak is one of 26 Chicago Terminal yard engineers who have worked without an FRA-reportable injury for over four years.

The terminal engineers are responsible for the safe assembly and operation of 56 Amtrak trains a day to and from Chicago Union Station.

Every weekday the busy terminal handles over 300 scheduled Amtrak and Metra trains that operate over its two-and-half miles of railroad. According to Chicago Terminal Assistant Superintendent Wayne Eastman, “Working in this environment, our engineers realize that there is no room for error and their injury-free record certainly demonstrates their commitment to safety.”



Photo: Tom Graziosi

Consolidated Code of Ethics on Intranet

New Reporting Tools Available

It’s okay to make a sexually oriented joke at work as long as everyone’s laughing, right? No, jokes of a sexual nature are prohibited in the workplace at all times.

An updated version of Amtrak’s Code of Ethics, which covers this and countless other issues that pertain to proper conduct, is now available on the Intranet. In addition, new reporting mechanisms were launched this month to facilitate anonymous reporting of and compliance with the Code of Ethics.

The Code of Ethics represents the ethical, moral and legal principles that govern every aspect of the business. Underscoring the significance of complying with the Code of Ethics, President and CEO Alex Kummant wrote in a Jan. 8 edition of *Amtrak This Week*, “Upholding these values is vital to securing and maintaining respect from our passengers, fellow employees, public officials and the public at large.”

While every Amtrak employee is responsible for understanding the policies that make up the Code of Ethics, employees also have a duty to report even a perceived breach of the Code of Ethics or any other unethical or illegal conduct. Employees may do so anonymously by calling 1-866-908-7231 or going to www.tnvinc.com/webreport.

The Code of Ethics is available on the Intranet, under “How We Work,” and “Ethics and Compliance.”

P R O M O T I O N S I N M O T I O N

Winter Options Abound for AAA, AGR Members and Amtrak Employees

New Fare Promotion Aims to Boost Long-Distance Train Ridership

To boost long-distance travel in the winter months, Amtrak is offering AAA members a special promotion on select routes featuring a 50 percent discount off the best available fare for a companion with the purchase of one AAA adult fare. A 25 percent discount off the best available fare for sleeping car (or *Palmetto* Business class) is included in the offer.

“This promotion is the product of a collaboration between Field Sales, Revenue Management, and AAA,” said Byron Aber, director national accounts. “It exposes the Amtrak product to roughly 44 million AAA members and their families through mailers, the AAA Web site, e-mails, in-store presentations and local advertising.”

This is the first promotion with AAA to

target long-distance markets specifically during the January-February travel period.

The program, an extension of the current “Show Your Card and Save” 10 percent discount offer, is valid for travel from Jan. 3 through March 15. It requires a three-day advance reservation and a current valid AAA membership number. The promotion is available through Feb. 28.

Royal Exhibit Offers Employee, AGR Discounts

Amtrak employees and Amtrak Guest Rewards members are invited to take advantage of an opportunity to view the 3,500-year-old treasures of the boy-king, Tutankhamun, crowned King of Egypt at the age of nine.

The Franklin Institute in Philadelphia is the

final stop on the current U.S. tour for a once-in-a-lifetime exhibit, “Tutankhamun and the Golden Age of the Pharaohs” from Feb. 3 through Sept. 20. The exhibit features treasures — many of which have never been seen outside of Egypt — that belonged to King Tut and his royal relatives.

Amtrak employees and Amtrak Guest Rewards members receive a \$2 discount on their online purchase of tickets Fridays



through Sundays and a \$3 discount on tickets for Mondays through Thursdays, and must use the code “Amtrak” when ordering tickets online at www.fi.edu/tuttix.

System Safety Program

continued from page 4

mon thread throughout Section 15 is individual commitment to and accountability for safety. To that end, employees are encouraged to draft a personal statement about safety. “Your own words on paper will help reinforce your role in the safeguarding of your well being, as well as that of your co-workers and passengers,” said Safety Superintendent Chris Williams.

Another new component of Section 15 is a series of quarterly personal visits held by operating and other department supervisors and each employee. Meant to serve as a forum for discussion about on-the-job safety issues, the contacts may also consist of a review of the employee’s safety record, training requirements and best practices.

Other elements that aren’t necessarily new to Amtrak’s employee safety practices but are expected to reinforce employee involvement are regular safety audits and walkabouts with participation from both employees and supervisors.

While Section 15 requires that Amtrak provide a reasonably safe work environment, suitable tools and equipment, and proper instruction and supervision, it also states that employees have responsibilities, too. Employees are expected to know and comply with safety and operational rules relevant to their duties and adhere to the applicable safety programs, policies and procedures that are available to labor and management employees to help identify and reasonably address foreseeable hazards and prevent injuries.

Addressing safety hazards has always been a central piece of Amtrak’s safety program. One of the new elements of the company’s approach to hazard management are cross-functional safety risk reduction teams, which analyze specific potential hazards in a particular area

and recommend corrective action.

“Cross-functional is the operating word. The beauty of this process is that since the team members come from different crafts, they each bring a different problem-solving perspective to an identified risk,” noted Williams.

Currently, six teams from the Engineering, Mechanical and Transportation departments are comprised of employees representing various crafts within each department in their respective locations. Piloted last year by a number of operating departments, the efforts of the teams yielded fixes to safety hazards and practical feedback.

The number of teams is expected to grow this fiscal year along with additional cross-functional team facilitator training.

The employee safety program also addresses the importance of holding safety briefings, setting and communicating safety goals that are clearly identified, realistic, measurable and related to a specific time frame, along with the value of publicizing and updating data on safety performance in relation to goals.

System Safety Snapshot Year-to-Date FY '07 (Oct-Nov)

FRA-Reportable Injury Ratio	1.9
Goal	2.8

New Bi-Weekly Pay Schedule Begins This Month

Starting this month, Amtrak management, ARASA-OBS and Crew Management employees will be paid on a bi-weekly schedule on Fridays, beginning with the first paycheck on Jan. 12.

The new bi-weekly payroll schedule means that employees receive 26 paychecks per year — two additional paychecks each year — and that the amount of pay is adjusted because of the increase in the number of paychecks. This does not affect the total amount that an employee receives over the course of the year.

The pay frequency change is the most significant change associated with the Human Resources and Payroll project known as Project iTrak, a multi-phased project to replace the company's technology systems, enhance processes and improve data security.

Until this change, the company processed as many as seven payrolls simultaneously, a process that required multiple activities, including payroll closing, reporting and reconciliation. With the new bi-weekly schedule, there are far fewer tasks to complete, leading to increased department efficiency and improved customer service toward employees.

"We anticipate a smooth transition and expect that the change will allow Payroll department personnel to have more time to help resolve issues that employees may encounter," said Pam Retchless, senior director, Payroll Operations. Extensive preparation for the change included frequent communication with employees through mailings, meetings, town hall meetings, *Amtrak Ink* and the Project iTrak newsletter.

Employees may contact their local payroll office for information. In addition, to assist employees who may have difficulty with the adjustment, Amtrak is offering financial counseling support through its Employee Assistance Program (EAP). Contact information for EAP counselors is posted on the Intranet under "Employees" then "Employee Assistance Program." Employees can also call 1-877-AMTRAK1 and select option #1 for questions regarding payroll.

FRONT LINE FOCUS

Dear Amtrak:

I am writing to thank you for the special assistance I received while traveling on the *Crescent* northbound train 20.

I am 86 and, due to a bad knee, walk very slowly. The attendant for our roomette, John Turk, observed this (as we boarded in Charlottesville, VA) and said (as we arrived in Baltimore, our destination), "I don't want to offend, but I ordered a wheelchair for you." This polite and kindly statement was greatly appreciated.

Thanks for making our traveling so comfortable. ...

Baltimore, Md.

Dear Amtrak,

I was a passenger on Amtrak train 92, traveling from Jacksonville to Penn Station, NY. I have traveled Amtrak for 11 consecutive years and have met many passengers and many crew members.

On this particular trip, a crew member named Onike Tejan was assigned to our car ... I am a grandmother, who had knee surgery ... In relating this to her, she was able to accommodate me with a double seat so I could stretch and elevate my leg. Not only that, she periodically checked on me and also placed me close to the restroom. We did not have to ask her how late the train was — she periodically came through and announced the delay times. She constantly took care of checking the cleanliness of the restroom and asked for cooperation in a very nice way.

The point of this letter is to say how much I appreciated Onike Tejan and hopefully on my next trip, I will run into her again.

Marlboro, N.Y.

Amtrak Remembers Railroad Artist Gilmore Reid

Renowned railroad artist Gilmore "Gil" Reid passed away on Jan. 2 at the age of 88. Amtrak commissioned Gil Reid to produce many of its corporate calendars from 1977 through 1993 and a number of his paintings currently grace the walls of the office space at the corporate headquarters in Washington, D.C.

A lifelong rail enthusiast whose career spanned nearly 70 years, he first won acclaim in 1940 when he began drawing locomotives for *Trains* magazine. After joining the Army in 1941, where he met writer Ernie Pyle who mentioned his artistic skills in his book "Brave Men," Reid began to earn recognition and commission for his illustrations.

After working on the staff of *Trains* magazine from 1956 through 1978, he left the publication to paint full time.



Photo: Henry A. Koshollek, Center for Railroad Photography & Art

EMPLOYEE MILESTONES

Congratulations to All of You!

30-Year Anniversaries

December 2006

ALLEN, DENNIS
Detroit District

AMICK, GARY
Beech Grove District

BARTH, EARL
New York District

BASON, RONALD
Philadelphia District

BECKETT, MARSHALL
Chicago Metro District

BLACKMON, HENRY
Chicago Metro District

BOWMAN, ELMER
Beech Grove District

CARISTO, RICHARD
Salt Lake City District

CARPENTER RONALD
Detroit District

CHU, TONG
New York District

COLOMA, MELCHOR
Chicago Metro District

COVELL, GARY
Detroit District

D'ALESSANDRO, ARTHUR
Mid-Atlantic Div/DC Non-HQ Dist

FAUST, WILLIAM
New Haven District

FEDASH JR, EDWARD
Chicago Metro District

FLEISCHMANN, WILLIAM
Empire/Albany District

FORMAN JR, WILLIAM
New York District

FULLER, THOMAS
Detroit District

GHECAS, JAMES
Philadelphia District

GIRARDI SR, ANDREW
Washington, DC, Headquarters

GRIFANTINI JR, FRANK
Wilmington/Bear District

HARKINS, STEPHEN
Philadelphia District

HASTY, BOB
Atlanta District

KANES, CHARLES
Boston District

KNOX, GARY
Philadelphia District

KOLETAR, LARRY
Kansas City District

LACH, PETER
Philadelphia District

LAEGREID, SIGBJORN
Seattle District

LETOURNEAU, DANIEL
Oakland District

LODISE, PETER
Wilmington / Bear District

LUCAS, WELLINGTON
Wilmington / Bear District

MACZYNSKI JR, EDWARD
Wilmington / Bear District

MCKIM, RAYMOND
Beech Grove District

MYERS, MARTIN
Baltimore District

NOTORFRANCESCO, MICHAEL
Wilmington/Bear District

O'CONNOR, MICHAEL
Philadelphia District

ORONA, GEORGE
Chicago Metro District

PALMER, JOHN
New Haven District

PHELAN, MAUREEN
Philadelphia District

RAINES, NAOMI
Boston District

REED, GARY
Chicago Metro District

REIDY, TIMOTHY
Kansas City District

RILEY, KEVIN
Beech Grove District

ROSSETTI, WILLIAM
Chicago Metro District

SHORT, THOMAS
Beech Grove District

SPRING, DONALD
New York District

TARPEY, THOMAS
Philadelphia District

TUCKER, ALAN
New Haven District

VELEZ, STEVEN
Salt Lake City District

WILKINSON JR, ALPHEUS
New Haven District

WILSON, ROBERT
Wilmington/Bear District

WSZOLEK, FRANK
New York District

35-Year Anniversaries

December 2006

D'ANDREA, DIANE
Chicago Metro District

KOTRABA JR, WILLIAM
Washington, DC, Headquarters

Retirees

November 2006

BALDWIN, DWIGHT
Oakland District

BERGER, LLOYD
Philadelphia District

BROEGG, ADOLFO
New York District

BROWN, DENNIS
Beech Grove District

BROWN, JIMMIE
Jacksonville District

BRUMBAUGH, DANIEL
Detroit District

COBB, LUCILLE
Philadelphia District

COMEAU, GEORGE
Boston District

DEL BONO, RICHARD
Philadelphia District

DILLON, RUTH
Chicago Metro District

ENGSTROM, WILLIAM
Oakland District

FULLER, CHARLES
Chicago Metro District

GOLYER, PATRIA
Los Angeles District

GRAY, B. JOAN
Philadelphia District

GUZMAN, FREDDIE
Los Angeles District

HUNNICUTT, WILLIAM
Miami District

IVEY, GORDON
Los Angeles District

LEMON SR, JAMES
Jacksonville District

LO BELLO, PASQUALE
New York District

MCCAIN JR, CHARLES
New Haven District

MCDONNELL, MAUREEN
Los Angeles District

MENDEZ, ANTONIO
New York District

NOVAK, ROBERT
Chicago Metro District

PERNELL, MOSES
Mid-Atlantic Div/DC Non-HQ Dist

PETERS, DANIEL
Detroit District

POLINTAN, RUBEN
Los Angeles District

PRUITT JR, WILLIAM
Philadelphia District

ROMANO, DONALD
Wilmington/Bear District

ROWEN, BEVERLY
Philadelphia District

RUSSELL, ROBERT
Boston District

SAUERWALD, LAMONT
Wilmington/Bear District

SCHREINER, MARVIN
Chicago Metro District

SCOTT JR, CLARENCE
Wilmington/Bear District

TAYLOR, CURTIS
Boston District

THOMPSON, EVELYN
Philadelphia District

WARD JR, WILLIAM
Jacksonville District

WILSON, BETTY
New York District

WINCHESTER, ELIZABETH
Philadelphia District

2007 Tax, Retirement Benefit Information Released

Changes in the Railroad Retirement System became effective on Jan. 1, 2007. The changes, which impact both Tier I (the industry's equivalent of Social Security) and Tier II (pension benefit), result in an increase in the maximum amount that can be withheld for Tier I taxes and the amount of compensation subject to taxes under Tier II.

During the year, Tier I and Tier II taxes are deducted from an employee's paycheck until the compensation paid that person reaches designated amounts set by Congress. The Tier I tax rate for 2007 is 6.20 percent ("Federal RRT1" displayed on the check stub). Taxes will be deducted at that rate until the annual compensation reaches \$97,500, up from \$94,200 in 2006. The maximum that can be withheld for Tier I taxes this year is \$6,045.00.

The new Tier II tax rate is 3.9 percent ("Federal RRT2" displayed on the check stub), down from 4.4 percent. In 2007, taxes will be deducted at that rate until compensation reaches \$72,600, up from \$69,900 in last year. The maximum that can be withheld for Tier II taxes is \$2,831.40, down from \$3,075.60.

The Medicare Hospital Insurance tax rate remains unchanged at 1.45 percent ("Federal Med" displayed on the check stub) and there is no annual maximum for this tax.

Is your mailing address current with the RRB?

Each year, the Railroad Retirement Board (RRB) mails employees a BA-6 form that details length of service and eligible compensation earned for the previous calendar year. Employees should review the information on this form for accuracy.

To ensure that the form reaches you in a timely manner, call the RRB office to confirm your mailing address. You can find the nearest office by visiting the RRB's Web site at www.rrb.gov or in the telephone directory under United States Government. A change of address can also be sent to the RRB headquarters at the address shown on the back of the BA-6, or faxed to (312) 751-7190. Be sure to include your Social Security number.

First-Quarter Results

continued from page 1

in the first quarter was up 5 percent against the first quarter of FY '06 and down 2 percent versus budget. Ticket revenue for the same period rose 9 percent but was 4 percent short of budget. The combination of relatively lower gas prices and higher fares has led to a downturn in the results for this segment of the business, which explains falling short of what was expected.

Long-distance train performance closed the first quarter on solid ground. Ridership was up 2 percent over last year's first quarter and budget, while ticket revenue rose 8 percent over last year and 4 percent ahead of budget. The fare increase implemented in mid-October and growing demand for travel aboard the *Crescent*, *City of New Orleans* and the *Sunset Limited* to and from the Gulf Coast helped boost the results.

New Executives

continued from page 1

tion and manufacturing clients.

Most recently, Johanson was chief executive officer of Foresti Partners LLC, where he was involved in corporate strategy development for a variety of industrial and manufacturing clients. Prior to Foresti Partners, Johanson was an Engagement Manager for McKinsey & Company, where he led teams of clients and consultants addressing critical corporate strategic issues from 1999 to 2005.

Not new to Amtrak is Chief Information Officer Ed Trainor, a former Amtrak executive, who reports directly to Kummant. Trainor returns to the company after having held senior technology positions at a variety of companies including senior vice president and CIO at Paramount Pictures, vice president and CIO for Flying Tigers — once the world's largest air cargo carrier prior to being acquired by Federal Express — and vice president and CIO for Southern California Gas Co. from 1987 through 1993. At Amtrak, Trainor served as assistant vice president, Computer Services from 1976 to 1985.

December's changes also included the announcement of a general counsel to manage the Law department. Eleanor (Eldie) Acheson, who will join Amtrak at the end of the month as vice president and general counsel, has more than 30 years experience in the legal profession. As a trial attorney and later partner at the Boston-based law firm Ropes & Gray, she handled issues pertaining to partnership and closely held corporation matters, employment law litigation and civil rights cases, among others. In 1993, Acheson was appointed by President Bill Clinton as the Assistant Attorney General for the U.S. Department of Justice, advising and working with White House officials and members of Congress on legal policy issues.

In addition to the introduction of department heads new to Amtrak, some organizational changes affecting a couple of departments were made last month. What were previously known as the Customer Service and Marketing and Sales departments are for the most part merged together to form a new Marketing and Product Management department, led by Vice President Emmett Fremaux. Fremaux now reports directly to Kummant.

As a result of the creation of this new department, two other adjustments were made. The Transportation department, managed by acting Vice President Jon Tainow, remains in the Operations department under Chief Operating Officer Bill Crosbie. In addition, the Corporate Communications department becomes part of a new Government and Public Affairs department headed by Vice President Joe McHugh.

Unrelated to the reorganization was the appointment of a chief engineer. Deputy Chief Engineer Construction Frank Vacca was selected as the company's next chief engineer, filling the position that Bruce Willbrant held in acting capacity for 13 months.

Overall, December ridership was 3 percent better than last year and 2 percent short of budget, while ticket revenue came in 9 percent higher than last year and 1 percent ahead of budget. *Acela* ridership was 14 percent better than last year and 7 percent ahead of budget and ticket revenue was up 15 percent and 8 percent better than budget.

Last month, short-distance train ridership grew 5 percent over last year but fell 4 percent against budget, and ticket revenue was 9 percent higher than December '05 but 6 percent below budget. Long-distance services did about as well as they did last December in ridership (up 1 percent) and 2 percent better than budget; ticket revenue exceeded both last year and budget by 6 percent and 3 percent, respectively.

A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K i n k

Volume 12 · Issue 2 · February 2007



January Performance Sets Revenue Record

Driven by robust *Acela Express* performance, January ticket revenue of \$103.4 million was the highest January result ever, 10 percent ahead of last January and 2 percent over budget. With 1.8 million passengers in January, Amtrak ridership was 5 percent higher than last year and came in just under budget.



Photo: Alex Mayes

Acela Express service operated 90 percent on time in January, one of the improvements that led to over 20 percent growth that month.

The *Acela*/NEC Improvement Program, combined with new advertising and revenue management strategies, drove *Acela Express* ticket revenue and ridership ahead of budget by 15 and 14 percent, respectively.

Acelas carried 21 percent more passengers and generated 22 percent more revenue than last January. Passengers are responding to 90.4 percent on-time performance (in January), faster trip times, better customer service and the across-the-board marketing campaign that included television advertising. An additional train in service also improved the results on the New York-Boston leg of the service.

Also on the Northeast Corridor, *Regional* ridership was 4 percent lower than last January and 3 percent short of budget, mainly due to higher fares, diversion to improved *Acela* service and more stable gas prices. While *Regional* ticket revenue was 2 percent better than FY '06, it fell short of budget by 3 percent.

Overall, both ridership and ticket revenue of short-distance services (excluding the NEC) grew 7 percent over last January. While expansions of service in Pennsylvania, the Midwest, California and the Pacific Northwest in the fall certainly contributed to the increase, strong performances by most other corridor trains did as well. Among the more notable increases were those of the *Vermont*, *Blue Water*, *Hoosier State* and *Pere Marquette* services.

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Funding Needs for FY '08 Submitted to Congress

Amtrak sent its annual request for funding to Capitol Hill on Feb. 15, outlining its needs for FY 2008 and recommending support for the strategic growth of corridor service.

The Grant and Legislative Request submitted to Congress adds up to \$1.53 billion, which includes \$485 million for operating expenses, \$760 million for capital and \$285 million for debt service.

Despite expected annual increases in the cost of doing business, the company plans to hold the line on its operating funding requirements, working with about the same amount as this year. The company expects to absorb cost increases and cover more of its expenses with revenue and about \$82 million in savings, thereby reducing the company's reliance on federal operating support.

Counting the approximate \$82 million in savings, the company will have achieved \$200 million in annual savings as a result of the Strategic Reform Initiatives begun three years ago.

The capital funding requirements for next year are higher than this year's and are necessary to support Amtrak's state-of-good-repair goals for its fleet and infrastructure. In addition, other initiatives, such as eTicketing and the diner/lounge conversion program for long-distance service, require capital investments. A purchase of diesel multiple unit (DMU) cars is also proposed for use on low-density routes to make equipment available for expected growth in short-distance service.

With growing demand for 100-to-500 mile passenger rail service, many states are seeking to expand or build new short-distance service. To support the demand, Amtrak has recommended an additional \$100 million be made available directly to states for corridor development in the form of a federal/state capital match program.

As the centerpiece of Amtrak's vision and growth strategy, corridor development is being discussed with a number of states. Accordingly, the company is taking steps to better position

itself as a competitive passenger rail service provider. For example, Amtrak is collaborating with states and car manufacturers to set standard equipment specifications and is considering ways to facilitate equipment procurement. Another change the company is making involves adjusting some business operations to better accommodate its state clients.

In addition to corridor development, efforts will be focused on a handful of key areas during the current fiscal year and into FY '08. These include bolstering the security of assets and the traveling public, building on customer service and product quality, expanding reliability centered maintenance practices, instituting new information technology systems, and labor agreements that balance reasonable wage increases with flexibility and cost containment.

A multi-year strategic plan that provides a more comprehensive representation of the company's goals is under development and will be unveiled in the coming months.

T R A I N O F T H O U G H T

According to Yogi Berra, “You’ve got to be very careful if you don’t know where you’re going, because you might not get there.”

I couldn’t agree more — I firmly believe that we’re on the threshold of a new direction for passenger rail and that it’s centered on the growth of short-corridor service of 100 to 500 miles long.

There’s great demand for corridor service at the state level; ridership in this segment grew 5 percent in FY ’06 (over FY ’05). Understanding that passenger rail provides a great travel option as well as an energy-efficient transportation option to address traffic congestion and growth issues, many states are planning to develop or are expanding corridor service. And we’re in discussions with a number of states about doing just that.

Because corridor service is where the future of passenger rail service lies, we’re taking steps to position ourselves to be a strong competitor in this field. Our focus in this area will dictate how we organize ourselves as a company, how we present ourselves and our expertise to state clients, how we pitch our service with clear and standard cost accounting methods, and how we can help states with challenges, such as equipment procurement.

I have been traveling — and will continue to do so — to meet in person with state leaders and build solid working relationships because states are so much a part of our future. We’re in discussions with states to standardize cost schedules and ultimately render them responsible for the costs of the service we provide, reflecting a relationship that more closely resembles that of a client and service provider.

We’re also working with states and car manufacturers to set standard equipment specifications and examining innovative approaches to equipment procurement. In all, we are trying to change the nature of our relationships to reflect true partnerships.

Internally, we’ve created a Strategic Partnership and Business Development department and we’re making organizational changes to better support a client-focused approach to states with a clear-cut menu of service options. While I believe in a national system and the



Alex Kummant

value of long-distance service, we’re also studying routes to determine whether some segments may prove more valuable as corridor service.

Also, as part of our FY ’08 Grant and Legislative Request to Congress, we’ve recommended an additional \$100 million that would go directly to states for corridor development as part of federal capital matching program. Making a federal match available is a key piece of the puzzle, and there’s support for that from the Bush administration, which included \$100 million for this purpose in its own FY ’08 budget.

With the three legs of the stool — federal support for a state match, the demand for the service at the state level and continuous improvement on our end — we will be in sound position to help shape the future of passenger rail.

3

New Passenger Survey Program Kicks Off

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Internet Sales Channel Passes Milestone

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Bridge Replacement Scheduled for Completion in June ’08

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A Day in the Life of a Signal Maintainer

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FRONT LINE FOCUS

Amtrak Ink

Vol. 12, Issue 2, February 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation. Please send address changes to your local Human Resources office.

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eTicketing Expected to Bolster Customer Service

A major program to introduce electronic ticketing, or eTicketing, to Amtrak has officially begun, ultimately affecting everything from reservation systems to station and on-board operations and providing greater customer convenience and flexibility.

Moving from paper tickets, which require handling and controls similar to currency, to electronic tickets presents a variety of important opportunities for the railroad and its customers.

For customers, more control, flexibility and convenience when making reservations or changes to travel plans is one of the primary advantages. Customers will eventually make those changes through self-service channels like Amtrak.com or Quik-Trak kiosks, and will also have the option to print their own travel documents at home or the office, just as they currently do for airline travel.

For Amtrak, this initiative will provide real-time revenue recognition, more accurate passenger manifests, and address safety and security issues by capitalizing on proven barcode technology to validate boarding documents. It will also increase transactional efficiency, speed processing and reduce manual transactions.

Additionally, the railroad will benefit from increased revenue both as a result of improvements in revenue management due to higher manifest accuracy, and broader sales reach,

particularly in remote U.S. locations and overseas.

While the transition to eTicketing is expected to deliver a multitude of benefits, it will also take several years to complete — detailing the specific tasks and time required for the entire program is part of this initial phase. The process will involve altering a variety of components of the railroad's operations, including legacy computer systems, back-office operations, customer interface technology, such as Quik-Trak machines and Amtrak.com, as well as changing the way the company works and communicates with its sales partners, such as travel agencies.

Many of the changes anticipated for the transition to eTicketing will not become evident to customers until 2008, when the new range of booking and ticketing options will start to appear in various sales channels.

This year, significant changes will be made to the company's computerized reservation systems in preparation for eTicketing. Some of these changes have already become apparent to personnel in the field, such as the introduction of a higher level of automation for ticket refunds and exchanges.

In addition, several pilot projects will be conducted between the railroad and some of its state and regional transportation partners. One such pilot, along the Capitol Corridor, will involve the evaluation of eTicketing's

electronic validation and on-board sales automation. The pilot will test the use of a handheld device aboard trains to reduce the time needed to complete sales and automatically update the passenger manifest. Amtrak will actively work with the Capitol Corridor Joint Powers Authority in this effort.

Amtrak's is a unique business model in transportation. There are no airlines that serve up to 40 locations with a single departure, with boarding and disembarking opportunities through multiple doors at each station, some of which are unstaffed.

"It may come as a surprise to some in the transportation industry that Amtrak does not already offer eTicketing, given how the ticketing process in the airline industry has moved in that direction," said Tony Flynn, eTicketing program director. "However, airline boarding presents a natural boarding control that the rail environment lacks."

"We have a tough task ahead, but we have both the commitment from the highest levels of the organization and high-caliber people from a number of departments that will help make it happen," Flynn stated.

Although the program's technical team is located within the Marketing and Product Management department, because of its complexity and importance, eTicketing will involve participation and support from every department.

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New Passenger Survey Program Kicks Off Delivers Timely Customer Service Information

In an effort to capture closer to real-time feedback on passengers' on-board experiences, a new customer survey program known as Amtrak Trip Ratings began on most trains the week of Feb. 12.

The survey applies to *Keystone Service* trains between New York and Philadelphia, *Acela Express*, *Regional*, *Vermont*, and all long-distance trains. The survey, which takes about five minutes to complete, may be taken online at www.amtraksurvey.com or via phone by calling 1-866-950-TRIP. Passengers who take the survey are automatically entered in a sweepstakes. Each month, 10 winners will win \$500 in free travel.

"We recognize that delivering excellent service is the best way our front-line employees can help build customer loyalty and this program was developed to be used as a tool to help manage the quality and consistency of on-board service delivery," explained Kevin Scott, chief of staff for the Marketing and Product Management department.

The survey is designed to gather timely information from customers

about their satisfaction with all service elements including food service, train operation, cleanliness, announcements and customer service.

Survey results are tallied by an outside vendor and stored on a Web site that managers may access to view the results and generate customized reports.

These reports provide valuable data that allow managers to identify trends and make day-to-day decisions regarding service delivery. For example, a report may be designed to determine how satisfied passengers are with the variety of food on board a specific train over a particular period of time. The results from this type of report may lead to a review and subsequent adjustment of the menu items offered. While the report can help managers recognize and build on strengths, such as the friendliness and helpfulness of employees, and it can also help target areas where additional coaching may be necessary.



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Internet Sales Channel Passes Milestone

Further Enhancements in the Works

The start of the fiscal year not only marked the onset of a new budget year for Amtrak, but also denoted a significant milestone for Amtrak.com: sustaining — in fact, surpassing — the 40 percent threshold for Internet sales.

This achievement is significant because the increase in sales through the Internet provides significant cost savings, as well as increased revenue, as compared to other sales channels.

Since the launch of online booking through the site in 1997, there has been a steady increase in the percentage of sales generated online, with sales gradually increasing from less than one percent in FY '97, to 16 percent in FY '02, and 38 percent in FY '06.

“Statistics also show that the Northeast Corridor routes are most likely to be booked through the Internet, with 44 percent of travelers booking through this channel,” according to Allen Sebrell, web analytics manager, E-Commerce. In addition, 35 percent of sales for state-supported trains are booked online and nearly 29 percent of long-distance train travelers prefer to book through this channel.

Furthermore, a cross-channel comparison of sales from FY '00 through the current fiscal-year-to-date shows that while ticketed sales initiated through VRU and Quik-Trak have remained relatively stable (around 3 percent for VRU and between 6 and 7 percent for Quik-Trak), the share of sales through other channels, including travel agents, ticket counters and call centers has declined. At the same time, the overall share of tickets issued

through Quik-Trak has soared to 31 percent of all sales.

Senior Director E-Commerce, Kathleen Gordon knows why the Internet channel is so appealing. “Amtrak.com has been designed and is continually refined based on our customers’ and potential customers’ input. It’s easy to use, convenient and open 24 hours a day. Customers can access Amtrak.com from almost anywhere, whether for booking a ticket, researching a trip or checking the train status for their scheduled departure,” she said.

Furthermore, as customers become increasingly tech-savvy, Amtrak.com has remained ahead of most major travel companies in delivering new tech-friendly services, such as the ability to book and retrieve information from PDAs and cell phones.

While the percentage of online sales growth is expected to level off due to market saturation, there are major improvements coming for Amtrak.com that will continue to make the Internet an even more compelling option for booking.

The eventual transition to eTicketing will improve automation and ticketing, bringing Amtrak more in line with the airline industry. “This is the last process the company needs for the customer to have access to fully automated ticketing,” stated Gordon. “This is particularly important for our corporate online customers, who are accustomed to a fully automated process when booking airline travel.”

In addition to eTicketing, several new fea-

tures and functions are being added to the site. Amtrak Mobile will soon enable PDA and cell phone users to receive automated messages regarding train status.

Moreover, the growth of Amtrak’s international market will likely lead to more foreign language sites. Inspired by the success of the Spanish language site, a German language site will soon be launched. “A decision to introduce more languages will be made following an in-depth review of the potential opportunities in the international market,” according to Craig White, principal marketing officer, E-Commerce.

At the same time, the company plans to continue expanding its primary Web site.

Roger Seitzinger, E-Commerce creative director, noted that plans are being made to increase the functionality of the site, including enabling customers to book additional travel-related products like car, hotel and vacation packages. These products can be tailored to a particular customer preference.

The company is also working on a number of initiatives that will provide a greater degree of personalization with regard to individual customer preferences (similar to the Amazon.com model).

“These initiatives and ongoing site improvements will help ensure that Amtrak.com remains a strong competitor in the online travel marketplace,” Gordon remarked.

Great American Stations Site Gains Traffic

In the weeks since its public launch on Dec. 4, Amtrak’s Great American Stations Web site has steadily gained traffic and buzz. The site is leading the effort to connect public officials and business communities across the nation to revitalize train stations.

Progress toward upgrading and improving the Great American Stations site is underway, with software upgrades and site design changes coming soon. Information on most Amtrak routes will be added to the site on a state-by-state basis. Amtrak is also poised to contract with an online news service to allow filtered newsfeeds, which will permit users to see news summaries about Amtrak, stations and station development directly on the site.

As of late January, the site had experienced 13,373 page views, with 74 percent of the visitors classified as new while 26 percent were return visitors. Furthermore, 45 percent of the traffic was the result of a direct visit to the site, while 38 percent of the visits were initiated through one of various rail fan sites. The remaining 17 percent of visitors accessed the site through unspecified sources.



Bridge Replacement Scheduled for Completion in June '08

Well into the second year of construction to replace the movable bascule of the Thames River Bridge, the Engineering department is on target to complete several major milestones this fiscal year. Located between New London and Groton, Conn., the nearly 100-year-old bridge spans a very busy corridor for both Northeast rail as well as commercial and private marine traffic. Once the project is finished, the bridge will have a new vertical lift span that will accommodate rail and marine traffic for another 100 years.

As the bridge replacement progresses, efforts are underway to address three key projects essential toward completion: installation of the back-up generator, pier stabilization and the installation of the new lift span.

Back-up Generator Installation

In support of the mammoth \$76 million project led by contractor Cianbro Corporation, Amtrak's Engineering department is working on several tasks simultaneously. Besides several of the department's personnel being involved in managing and providing technical support for the project, its various groups will support the contractor's construction of the new emergency back-up diesel generator system, which will allow the bridge to open in the event of a commercial power failure. Although the contractor will perform much of the work involved with the installation of the back-up generator, Amtrak's Electric Traction (ET) group will de-energize and protect the electrical power supply circuits. They will also assist in the removal of the old generator wiring.

The C & S group maintainers will be on hand to assure that the signal system is kept functional during the cutover to the new back-up power system. The project will also require daily support from the ET group to protect the overhead catenary system. The contractor cannot work closer than 15 feet to any wire without Class "A" ET employees on site.

Pier Stabilization

Following the installation of the new back-up generator, work will continue to secure the piers of the bridge, which is proving to be a particularly challenging aspect of the project.

In June of last year, work to prepare the piers of the bridge for the new lift towers hit a snag when Pier 2 started a slight settlement caused by pipe pile installation. This settle-

ment was not previously anticipated and was noticed shortly after four 36-inch steel pipe piles were driven into the bedrock. The Pier 2 settlement caused the lift span to become misaligned with the rest of the span. To keep rail and marine traffic flowing, Amtrak's Bridge and Building, Electric Traction, Track and Communication and Signal crews all responded to keep the bridge operational for about two weeks until the realignment was complete.

As work toward the pier stabilization continues, other tasks planned include the addition of reinforcing steel (rebar), as well as a post tension system in the pier concrete. The contractor has also started to replace the deteriorating wooden pier protection fendering system with new fiberglass-reinforced plastic piles and cross-bracing.

Once the pier work is completed, the erection of two new 200-foot-high span towers will begin.

New Lift Span Technology

The towers that will support the new vertical lift span will be transported by rail and barge to their new location. The lift span will be assembled on a barge located at the contractor's yard and then floated into its final location. "A vertical lift bridge is the most feasible and cost effective type that can be constructed on the existing footprint while continuing to keep the bridge in operation and minimizing the impact to rail operations," said Peter Finch, project manager, Movable Bridges.

In contrast to the existing movable bascule span, the new vertical lift span will include modern machinery and state-of-the-art electrical control technology that's been proven reliable for both rail and highway bridges. The new lift span features an electronic control system using a Programmable Logic Controller (PLC), a microprocessor used to control heavy machinery.

The PLC will serve as the central nervous system of the lift span, recording system operations and providing useful diagnostic information about the operation of the span during open and close cycles.

Other advantages of the PLC include the ability to function in wide temperature ranges and in dusty and dirty conditions. Furthermore, the technology is highly resist-



Bridge and Building crews modify the platform used to support bridge control cables during the replacement project.

ant to impact and vibrations. "Using the new PLC for the lift span will give us access to information we never had before that will help us monitor bridge conditions from remote locations and that will assist in preventive maintenance," said Finch.

Communicating information about bridge conditions will be further facilitated by the installation of new fiber optic and conventional copper submarine cables installed under the navigation channel. These will enable voice and data circuits for the signal system, telephones and computer network, and will greatly enhance the speed of data transmission.

Wrapping Things Up

The lift span's new technology will be a major improvement for the railroad, and with 25 percent of the work to replace the bascule span with the new lift span complete, the project is steadily advancing.

The last major task of the project will be the removal of the old span in May 2008, roughly five months later than anticipated due to the pier settlement problems that were unexpectedly encountered.

The old bascule span will have its four million pound counterweight removed and floated out on a barge during a four-day channel and rail outage. Following the safe removal and disposal of the old bascule span, the project will be complete in June 2008.

Anything but Ordinary: A Day in the Life of a Signal Maintainer

Communications and Signals department Signal Maintainer Dave Marison likens his job to that of a fireman. In addition to his regular duties of maintaining the signal system he also has to put out fires wherever they crop up. A nine-year Amtrak veteran, Marison is responsible for the testing, inspection, installation, maintenance and repair of all the signal equipment in his territory.

It's a big job that requires extensive training. The training provided by Amtrak covers a wide range of areas, including roadway worker protection (RWP), Electrical Operating Instructions (AMT-2), and extensive training on proper procedures for testing and installing signal systems and apparatus. "It takes an average of two years to have the knowledge to become comfortable in the position," says Marison, "but once you do, there's never a dull moment."

Within the Communications and Signals department, employees have the opportunity to specialize in either the communications end, which entails taking care of the telephones, fiber optic communications network, radios, security cameras, fire and intrusion alarms, among other things, or the signal end, which involves working directly with the signal systems and circuitry that permits the trains to travel safely over the railroad.

As a signal maintainer, Marison tests switches, signals, track circuits, hazard detectors, movable bridge detectors and highway-grade crossings. He and other maintainers are responsible for the systems that ensure safe distances are maintained between trains via network or wayside signals and cab signals (cab signals are electrical pulses in the rails that are received by the engine and decoded to ensure that the proper speed is enforced).

"My old boss told me, you can be here for 40 years and every day you learn something new. How right he was," Marison quipped. For maintainers, there's one constant associated with the job — change. Similar to most other modern-day professions, the most frequent changes involve technology. For example, more microprocessor-based equipment is being installed, replacing relay-based equipment.

Because of the many changes to the equipment, Marison and other C & S maintainers perform a variety of tests that occur on a rou-

tine basis either annually, quarterly, monthly or bi-annually on the equipment they work with, as required by Amtrak and the FRA.

"You can pretty much count on most of the month I will be testing some type of signal equipment and when time allows, I will also do some preventive maintenance or try to keep the equipment in a good state of repair," said Marison.

"Every day, every hour and every minute brings something new and exciting in this job."

Dave Marison
Signal Maintainer

The preventive maintenance work of the signal maintainer relies heavily on the expertise of the C & S Repair Shop in Lancaster, Pa., which provides support for both C & S maintenance and construction. At any given time, the repair shop is working on dozens of projects. It employs 29 crew members as foremen, inspectors, electronic technicians, maintainers and signalmen. The work done by the shop directly contributes to a state of good repair for the railroad and enables the signal maintainers to effectively do their jobs, including construction projects. One example of a construction project that signal maintainers undertake involves the installation of new switch machines and control circuitry to support the Switch Exchange System in the interlocking renewal program.

Signal apparatus of all types are refur-

bished and recalibrated at the Lancaster facility. The shop also handles electrical repairs, and builds remote and local control panels and power transfer switches. Further, employees there test and evaluate new signal products before they are approved for use and build new signal control facilities for the capital program. Other work performed by shop employees includes retrofitting older signals with LED technology to improve reliability and to enable the engineers to better see the signals.

Because the job of the signal maintainer is so broad in scope, there are no ordinary days. It's essential that maintainers be multi-talented in many aspects while working on the tracks with 125 to 150 mph trains going by, in all sorts of weather, any time of day or night.

When asked about some of the more memorable days on the job, Marison has more than a few stories to recount. "I've witnessed tractor trailers smashing out signal houses and lightning destroying our equipment."

He's also seen floods filling signal houses half-way up and ruining equipment, catenary wire falling down and hitting the rails and causing damage to equipment, and all types of track-related accidents. "Every day, every hour and every minute brings something new and exciting in this job," he said.

Most days, Marison is performing switch tests on the track. "We work very closely with train dispatchers and operators. We are their providers," he noted. The signal maintainers also work closely with the Track department to make sure there's nothing on the track that would interfere with the safe operation of the railroad. "To me every day out here is an adventure; you never know what will happen next," said Marison.

PSSA Nomination Period Open

The nomination period for the President's Service & Safety Awards is open through March 30. Each year, the awards recognize Amtrak employees who have made outstanding contributions to the corporation and exhibit exemplary work performance and leadership.

With the return this year of the State Partner Award category, awards will be presented in 10 categories. The decision to reinstate the State Partner category was made following the completion and posting of the nomination forms; all entries in this category should be submitted to the Government Affairs department.

For a complete list of the categories or to nominate a fellow employee or group, log on to the Intranet under "Library," then "Forms." For further assistance, contact Carolyn Stagger at staggcc@amtrak.com, or call 202-906-3899 (ATS 777-3899).



Southern Division Employees Take Safety Personally

“Our station employees have achieved quite an impressive safety record,” stated Superintendent of Passenger Services Tom Guerin. Over 200 employees working at 37 Southern Division stations have not had an FRA-reportable injury in over 18 months — and many have gone much longer than that.

The stations with the longest injury-free stretch — over 17 years — are Durham, N.C., and DeLand, Hollywood, Deerfield Beach, Sebring



Photo: Jim McDaniel

Ticket Agent Jeff Brown loads baggage onto Carolinian Train 80 at the Raleigh station. Employees at this busy station have not had an FRA-reportable injury since May 2003. Brown, along with 10 other employees, work at the Raleigh station where almost 123,000 passengers were served in FY '06.

and Winter Haven, Fla. In FY '06, Southern Division station employees improved their overall safety record by 100 percent over FY '05, and from the start of FY '07 through Feb. 2, there have been no FRA-reportable injuries.

“Because many of our stations are staffed by only one or two employees per shift, ticket agents not only sell tickets, but they also handle the day-to-day station operations including loading baggage, assisting passengers and keeping the station clean,” explained District Station Manager Gessner Canadiate. And, until a few years ago when Mail and Express was phased out, many agents operated forklifts and other machinery to load mail onto the train.

“Most of the agents work unsupervised, and as such, they take personal responsibility for their own safety,” explained Assistant Superintendent Tom Kirk. At the Greensboro, N.C., station, where employees have not had an FRA-reportable injury for over 12 years, Lead Ticket Agent Jimmy Whitley attributes their successful record to

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eTicketing

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Like any major program, the challenges of making eTicketing work at Amtrak are real, and during the course of the project, the company will rely heavily on the expertise of its employees to help identify solutions to the kinds of issues an undertaking of this scale will encounter. Some of these solutions may require fundamental changes in how the company does business with its customers, but keeping the interests of the customers in focus will ensure such changes add value both to the railroad and its passengers.

Employees Recognized for Heroic Efforts

Because safety is an integral part of railroading, many employees are trained to think and act quickly in moments of crisis. Last month, three employees were commended by their respective departments for saving lives in emergency situations.



Photo: Samuel Caliciotti

After stepping off Keystone Service train 640 at New York Penn Station, Locomotive Engineer Pete Vilas (center) holds a Safety Excellence Award presented by Assistant Superintendent Road Operations Pete Stevens (L) and Road Foreman Bill Craven.

Northeast Division West Locomotive Engineer Pete Vilas was operating Regional Train 155 last month when he saw what appeared to be a person on the tracks less than 300 feet away from a SEPTA train that had stopped to board passengers at the Tacony, Pa., station. Vilas immediately radioed the SEPTA train engineer, while the dispatcher, who overheard the call, notified the police. As a result of Vilas' action, police arrived at the scene and rescued a woman from the tracks.

In the Midwest, St. Paul/Minneapolis Ticket Agent Mike Rustad may not have realized when he took CPR as part of Block Training last year that he was actually going to put it to use. On Jan. 10, Rustad was assisting passengers at the ticket window when an eight-year-old girl approached and said her grandmother was having trouble breathing. Rustad called 911 and went to assist the woman. Realizing that the woman was no longer breathing, Rustad performed CPR until emergency personnel arrived. When the paramedics arrived, the woman's breathing had resumed and she was taken to the hospital. Because of Rustad's swift response to this medical emergency, he was credited with saving the passenger's life.

Also last month, System Engineering Machinist Ray Lembo's decisive action made a tremendous difference to a South Attleboro, Mass., family. After leaving a work site one early morning, Lembo noticed flames in the distance as he was driving on Interstate 95 en route to the Providence Maintenance-of-Way base. Lembo exited the expressway and followed the sight of the flames to a house and two cars ablaze. Thanks to Lembo's banging on the door of the house, the individuals inside evacuated safely. “My reward was watching those people get out of that house to live another day,” Lembo told the local paper, *The Sun Chronicle*.

Presidential \$1 Coin in Circulation

On Feb. 15, the United States Mint began issuing new \$1 Presidential Coins bearing the likeness of the Presidents of the United States. Four new Presidential \$1 coins will be issued every year through 2016 in the order in which the presidents served.

The coins are to be accepted as legal tender.

P R O M O T I O N S I N M O T I O N

**Amtrak Guest Rewards Members
Buy 3, Get 1 Deal**

Amtrak Guest Rewards® members may earn one free roundtrip on *Acela Express* with the “Buy 3 Get 1 Free” promotion. With this offer, members will receive a free roundtrip for every three qualifying roundtrips or six qualifying one-way trips purchased.

To earn the free travel, passengers must be Amtrak Guest Rewards members and must register for the promotion. Registration for the promotion began on Jan. 22 and qualifying travel must take place from Jan. 22 through May 19. Members should include their Amtrak Guest Rewards membership number when making reservations to ensure they receive credit for all qualifying travel.

Each qualifying trip must be valued at \$150 or more per roundtrip or \$75 or more per one-way trip. Members are limited to one roundtrip or two one-way qualifying trips per day. Once three roundtrips or six one-way trips are completed, a voucher redeemable for one free roundtrip on *Acela* or *Regional* service will be mailed to the Amtrak Guest Rewards member. Vouchers are good for travel on *Acela Business* class or *Regional Coach* class and are valid for reservations beginning Feb. 1 for travel June 1 through Aug. 30, 2007.

FLICKA Saddle Up Sweepstakes

Amtrak is partnering with Twentieth Century Fox Home Entertainment on a special sweepstakes to promote the Feb. 6 release of *FLICKA* on DVD.

FLICKA is the story of a headstrong 16-

year-old's quest to work on her family's mountainside horse ranch against the opposition of her father, who wants her to return to boarding school and finish her studies.



The Saddle Up sweepstakes runs through Feb. 28. The Grand Prize winner will receive four round-trip coach tickets to Colorado and \$2,000 spending cash for hotel, food and expenses. Five First Prize winners will get

Amtrak-branded binoculars and a duffel bag; 10 Second Prize winners will win an Amtrak picnic basket and metal water bottle in a tote bag; 50 third place winners will receive a *FLICKA* CD soundtrack.

Counter cards, banners, seatbacks and placemats are in circulation to promote the sweepstakes and the DVD release.

Portland Jazz Festival

Amtrak *Cascades* passengers will be treated to the smooth sounds of jazz, en route to the fourth annual Portland Jazz Festival Feb. 16 - 25. To promote travel to the event, Amtrak is partnering with KPLU Jazz radio in Seattle, Wash., to offer the Portland Jazz Festival Escape package.

Each package includes roundtrip travel to Portland, Ore., from cities along the Amtrak *Cascades* route. Amtrak *Cascades* Trains 513 and 516 are designated as the “Portland Jazz Trains,” offering passengers the opportunity to enjoy music, prizes and activities provided by KPLU's on-air personality Abe Beeson.

The package also includes three nights' accommodations at the Paramount Hotel in downtown Portland, a reception, breakfast each morning, a festival goodie bag and tickets to four concerts: Chick Corea & Gary Burton, Branford Marsalis, Don Byron (featuring the music of Junior Walker) and Charles Lloyd. Amtrak is the official sponsor of the Charles Lloyd concert.

**Board Chairman David Laney Presents
“Amtrak/Westwood One Player
of the Year”**

New Orleans Saints Quarterback Drew Brees was awarded the “Amtrak/Westwood One Player of the Year Award,” during the Amtrak Super Bowl XLI halftime show on Westwood One Radio on Feb. 4.

Amtrak Board Chairman David Laney, a former wide receiver at Stanford University, along with Westwood One's Jim Gray presented the award to Brees in recognition of his highly successful season with the Saints.

Quik-Trak On Track

Reservation Systems Testing and Support Specialist Lisa Banks uses one of 18 new Quik-Trak self-ticketing machines at Washington Union Station.

The new kiosks will be installed at various stations along the Northeast Corridor beginning this month with a gradual rollout totaling 197 indoor and 13 outdoor kiosks systemwide through March. Some of Amtrak's state transportation partners funded the purchase of several new machines, including the California Department of Transportation, Michigan Department of Transportation and the Capitol Corridor Joint Powers Authority.



EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries January 2007

CLARKE, EDWARD
COLLITON, CONSTANCE
DIXON, ANGELES
FEENEY, EDWARD
FITZGERALD, WILLIAM
GROSSO, ANTHONY
OLIVERI, MEDARIS
STRUBE, DENNIS

CHAVEZ, JOSE
CLARKE, LESTER
CLUGSTON, GARY
COFFEY, GLENN
CORDUAN, RONALD
CREEDEN, KENNETH
CREHAN, FRANCES
CRISCONI, ROCCO
DE FILIPPIS, JOHN
ESTRADA, MARIO
FELL, MICHAEL
FITZMAURICE, LAWRENCE

30-Year Anniversaries January 2007

ALLEN, CRAIG
BACKER, JAMES
BAGLEY, LAWRENCE
BARTON, DONNA
BATEMAN, DWAYNE
BERGER, BARRY
BESSETTE, WILLIAM
BLAKEY, NORMAN
BONNER, RON
BRUMBAUGH, DANIEL
BRUNKHURST, ALLEN

FLORES, MICHAEL
GARYSON, DENNIS
GOSNELL, FLOYD
KOSIARA, MICHELE
GRESS, PATRICK
HAMILTON, DOUGLAS
HARRISON, LONNIE
HARRY, FRANKLIN
HERNANDEZ, ENRIQUE
HOWARD, RICHARD
HUBERT, ROBERT
IKEMOTO, ROBERT
KAUFFMAN, PARKE
HORNUNG, MARY

KELLER, JOHN
KNIGHT, WILLIAM
LARSON, JAMES
LEE, WILLIAM
LETTIS, EMMETT
LONG, WILLIAM
MACKERETH, LEONARD
MARTINEZ, GREGG
MCNULTY, CHARLES
MIKKELSON, ROGER
MORGAN, OLLIE
MUHAMMAD, HAFEEZ
MULLER, MICHAEL
MURPHY, MICHAEL
PAUZA, ROBERT
PEGRAM, DORIS
PIGGOTT, GENE
RADKE, RONALD
RENEGARBE, TIMOTHY
RODGERS, CHRISTOPHER
ROSE, CARLTON
ROSE, MARK
RUTKOWSKI, STEPHEN
SAXON, DAVID
SCOTT, PATRICK
SHAW, RUSSELL

SHEPARD, DONALD
SHEPPARD, CHRISTOPHER
SLONIEWSKI, JOSEPH
SPRINGER, LOUIS
STAFFORD, RONALD
THOMAS, PATRICIA
TIMLER, WALTER
UNDERWOOD, STEVEN
VELLANOWETH, JAIME
VOGEL, RICHARD
WONG, SAMUEL
WYNNE, FRANCIS

35-Year Anniversaries January 2007

LOVE, CHARLES
CODDINGTON, INGRID
JACKSON, THOMAS

Retirees December 2006

ARHANIAN, HATCHIG
BLANKENSHIP, BOBBY
BOUNDONNA, JAMES
BRACY, SANDRA

BRIDGFORTH, JERRY
BRISBON, SHIRLEY
CHILDROSE, JOHN
DREW, BOYD
EDWARDS, CLARESE
HARGROVE, BARBARA
IZAGUIRRE, JUAN
JAFFE, MICHAEL
JONES, RICHARD
KELLY, JAMES
KIND, RICHARD
LIBBEY, RICHARD
LOWER, GARY
MAXEY, GERALD
MCGOWAN, MARGARET
MCDONALD, ROBERT
MORGAN, RANDY
NELSON, TERRY
NEWMAN, JAMES
NORMAN, GLEN
OLLIVIERRE, KENNETH
PRESTON, JOHN
ROBERTS, ROBERT
ROBINSON, MACKEY

Regrettably, Milestones does not include information about employees' division or region this month due to a computer systems error.

Engineering Employee Recognized by Committee

Assistant Division Engineer, Electric Traction, Jim Candlish (L) is honored with a Leroy Fergus Diversity Award for Excellence by New England Diversity Advisory Council Chair, Prince Reid.

Candlish's efforts to recruit women and minorities were noticed by the council, which every year bestows an award in observance of Black History Month to a department or individual that actively promotes diversity.

The award bears the name of former Amtrak employee Leroy Fergus, Jr., whose commitment to diversity set a high standard for the division.



Photo: Mark Wojcik

Southern Division Employees

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being patient, learning the environment and looking out for each other's safety.

The proactive support and programs sponsored by a number of the local safety committees also have a positive impact. Among their recent initiatives, employees working with the Jacksonville Safety Committee spearheaded a major effort to clean up and beautify the Deland station. Inside the station, employees reorganized the work areas to create a safer environment for passengers and employees.

Through daily employee briefings, monthly division walkabouts and safety awareness programs, the committees focus on reinforcing safe behaviors and eliminating hazards. "And when they encounter hazards that can't be eliminated, the committee works with employees to adapt their behavior to minimize risks and prevent injuries," added Assistant Superintendent Jim McDaniel.



FRONT LINE FOCUS

Dear Amtrak:

This is a letter of commendation for ... Vonda [Crews]. She was the Train Attendant ... on train number seventy-nine, the *Carolinian*, traveling from Philadelphia, PA to Wilson, NC.

I have had the pleasure of having Vonda as a train attendant on several trips from Philadelphia to Wilson. She consistently displays the qualities of a dedicated Amtrak employee. She is courteous, informative, and very helpful. Her manner is pleasant, and she is always polite...

Thank you Vonda for making my train rides a pleasure.

Sincerely,

Carolinian Passenger

Dear Amtrak:

... I recently received service of such high quality that I feel compelled to write you and/or the company about it ... My wife, another couple, and I traveled to Chicago Ill. from Battle Creek Mi. aboard your Amtrak train #353...

On the way down the train encountered several unavoidable delays. Fortunately for us, on board the train was conductor Jeri Khaghani...

In addition to conducting the normal business of running a train, Ms. Khaghani did an excellent job of keeping us informed as to the reason for the delays, the estimated length of the delays, and our estimated arrival time in Chicago.

As a traveler I understand that certain delays are inevitable. All I ask is to be kept informed. Jeri and her crew done an excellent job at keeping us apprised of our progress. I did not hear one person complain about they delays. They knew and fully understood the reasons why, thanks to Jeri.

She conducted herself with the utmost professionalism, and in a very dignified and compassionate manner. She handled the situation in a way that demonstrated true respect for the customer. She addressed everyone on board in a very polite and courteous way. We arrived in Chicago relaxed, informed and satisfied that we had taken Amtrak...

Thanks to Jeri (and her fun and outgoing personality) we had an enjoyable time on board Amtrak!

Sincerely,

Wolverine Passenger

Employee Discount at Montana Inn

Check out the railroad memorabilia! Originally constructed in 1939 by the Great Northern Railway for snow removal crews, the Izaak Walton Inn in Essex, Mont., is offering Amtrak employees a 50 percent discount on room rates during the off-season months of March through May and September through November. Visit www.izaakwaltoninn.com or call (406) 888-5700 for more details.

New Passenger Survey

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“For the first time, we have the tools to obtain consistent, measurable and timely comments about on-board service delivery,” said Scott.

Passengers must take the survey within three days of completing each portion of their trip. For example, a passenger traveling between Seattle and New York via Chicago must complete the survey within three days after arriving in Chicago, and for the next portion of their trip, they must complete the survey within three days after arriving in New York.

The Trip Ratings Program is one component of the Customer Service and Product Performance System, a database currently under development that will provide comprehensive data associated with the performance of each route and specific train departures.

Until this month, the primary indicator of how passengers feel about service has been the Customer Satisfaction Index survey, which includes questions that are similar to those asked in the Trip Ratings survey. But unlike the CSI results, which are not available until about five weeks after the close of each month, Trip Ratings feedback can be acted on immediately because the data is available within three days following the completion of passengers’ trips. CSI reports take longer to prepare because the surveys are mailed to passengers’ homes and must be returned by mail before the data can be analyzed. In addition, while CSI scores are reported at the route level, the Trip Ratings feedback is captured at the train level, meaning that scores are reported for individual train crews and departures.

The surveys also differ because with CSI, Amtrak proactively solicits a predetermined number of passengers on each route to respond, while with Trip Ratings, the passenger must take the initiative to either call in or go online to take the survey. This provides for a potentially greater number of respondents because virtually everyone traveling on the train has an opportunity to participate.

To promote the survey and sweepstakes, an ad will run in the March/April issue of Arrive magazine, details about the survey are included in Amtrak Guest Rewards® member e-statements, information is posted on Amtrak.com and posters and notices are being placed at stations and on board participating trains.

Revenue Record

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In spite of the strong growth, because gas prices were lower than expected when the budget was developed, corridor services came in short of budget on ridership and ticket revenue by 3 and 7 percent, respectively.

Ridership aboard long-distance trains in January was on par with last year and 1 percent below budget, while ticket revenue rose 8 percent and did 2 percent better than budget, thanks to fare increases implemented in mid-October. Improved OTP — 45 percent versus 37 percent last January — combined with service improvements on select routes led to improved Customer Service Index scores on long-distance trains.

At the start of the second quarter, year-to-date performance was solid. Ridership trended up 4 percent and was on budget compared to the same period a year ago. Ticket revenue was 10 percent better than last year and 3 percent ahead of budget.

A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K

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Volume 12 · Issue 3 · March 2007



Capital Investment in Bridge Aims to Improve Reliability

The biggest engineering project of the spring is underway on the Susquehanna River Bridge, as part of a multi-year capital project to extend the life of the 100-year-old structure by another 20 to 25 years. Located halfway between Baltimore and Wilmington, the 4,154-foot-long bridge is a key rail link on the busy Northeast Corridor.

The project, preparations for which began mid-February, involves upgrading Track 2 of the two-track open deck bridge with new ties and continuous welded rail (CWR). With the installation of 3,184 new ties and about a mile of new CWR on Track 2, the \$4.5 million undertaking will result in a completely new bridge deck, following similar work already completed on Track 3 in September 2005. Track 2 is slated to be returned to service in the first week of June.

“As one of Amtrak’s largest bridge tie replacement projects in decades, our work on both tracks of the Susquehanna Bridge is a big piece of our aggressive plan to raise the infrastructure to a state of good repair,” said Chief

Engineer Frank Vacca. The bridge ties have reached the end of their life cycle; not replacing the ties would lead to slow orders which reduce the speed of trains and adversely affect on-time performance on the corridor.

After six weeks of extensive preparation, the actual revamping of Track 2 will run from mid-April through the first week in June. To accomplish this, Track 2 will be taken out of service for about 50 consecutive days. Crews will work on the bridge seven days a week, with an additional set of crews on the bridge at night for about half that period. In addition, over the course of 24



With the help of a backhoe, a Bridge and Building crew sets new ties in position on the Susquehanna River Bridge.

nights (during which time there is no revenue service) starting mid-April through mid-May, a series of three-hour windows will put Track 3

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February Ridership and Revenue Sets a New Record

February’s results set records, with the highest ticket revenue generated and number of passengers carried in any February on record. Marking the first time ticket revenue exceeded \$100 million in the month of February, Amtrak services brought in \$103.1 million and served 1.8 million passengers.

Ridership growth for the month was 5 percent over last year and in line with budget. Ticket revenue came in 11 percent ahead of last February and 5 percent better than budget.

These results were driven in large part by unprecedented demand for *Acela Express* service, which experienced a 24 percent increase in ridership and 29 percent rise in ticket revenue in February, \$7 million more than last year. Against budget, *Acela* ridership

and ticket revenue grew 19 and 25 percent, respectively.

The growing popularity of the service is attributed to the improvements born by the NEC/*Acela* Improvement Program, an aggressive approach to improving the company’s premium service. High on-time performance, shorter trip times, a January fare increase coupled with continued revenue management refinements, an additional north-end frequency, better service delivery and a comprehensive promotional campaign that included television advertising, local sports marketing and an Amtrak Guest Rewards Buy 3 Get 1 Free promotion, are all factors contributing to the growth.

Regional service also saw gains last month as a result of both diversion from other modes

during snow storms and a modified revenue management strategy that made more lower-priced seats available. Ridership grew 1 percent over last year and 3 percent over budget and ticket revenue increased by 7 percent over last February and 2 percent better than budget. Fiscal year to date, *Acela* and *Regional* services combined make up about 40 percent of ridership and 56 percent of total ticket revenue for the entire Amtrak system, nearly \$328 million.

Overall, short-distance services brought in 5 percent more passengers and ticket revenue than last year. While the growth was partly due to recent service expansions in the East, Midwest and West, other services — such as the *Vermont*, *Empire Service*, *Adirondack*,

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T R A I N O F T H O U G H T

One of the reasons I took this position was my desire to be involved with public policy that helps advance intercity passenger rail. With about six months at Amtrak under my belt, I want to share with you some of the relationships I've been building within and outside of our industry to help move our meaningful mission forward.

I've spent considerable time meeting personally with members of the House and Senate and their key staffs. I've also had the opportunity to testify before congressional committees several times. Last month, I testified on S. 294, the authorizing legislation introduced by U.S. Sens. Lautenberg (D-NJ) and Lott (R-MS) that would provide \$19.2 billion in federal funds over six years for Amtrak and corridor rail development.

I'm optimistic that the strong bi-partisan support for this legislation will move it along quickly. And the backing from states for the corridor development capital matching program is of particular importance to us.

I'll have another opportunity to talk to lawmakers at a House Appropriations subcommittee hearing scheduled for the end of March, which will be focused on our request for FY '08 funding. I will continue to meet with lawmakers and make sure they know about all the good work that we've accomplished over the past few years.

In addition to our relationships on Capitol Hill, I'm committed to building relationships with governors, state legislators and mayors. Within a few weeks of joining Amtrak, I participated in a meeting of Illinois mayors in Springfield, hosted by U.S. Sen. Richard Durbin (D-IL). The enthusiasm and the passionate support the mayors have for Amtrak really moved me. It's funny, but it seems that the farther you go from Washington, the stronger the support for Amtrak is. That local support must be conveyed back to the halls of Congress, as it will help federal lawmakers advance rail passenger service nationwide.



Alex Kummant

At the state level, I expect to be meeting with Northeast governors and their staffs soon to suggest the creation of an NEC Infrastructure Advisory Committee. The purpose of this committee is to tackle the big challenges of capacity and trip-time reduction on the NEC. Obviously, there is an ongoing need for maintaining a state of good repair and investing in some significant legacy projects, like our work on bridges and tunnels; but the group would look at the future needs of the corridor and collaborate to identify funding sources to address those needs.

My interaction with the business community is also very important. Last month, I spoke at a meeting of the Board of Directors of the CEO Council for Growth, a group made up of about 50 Philadelphia area business leaders. Based on the feedback I received, my impression is that they "get" it and there's a good deal of untapped support for Amtrak and for the service we provide their communities.

I'll continue to keep you updated about my activities. In the meantime, stay focused on doing the best job you can and keeping you and your co-workers safe.



Enrique Sosa Resigns From Amtrak Board

Amtrak Board Chairman David M. Laney and President and CEO Alex Kummant lauded the contributions and service of Enrique Sosa, who resigned from Amtrak's Board of Directors on March 1. Sosa, who joined the board in 2004, played a key role in the development of Amtrak's Strategic Reform Initiatives. He noted an increasing number of other obligations as the reason for his resignation.

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Vol. 12, Issue 3, March 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation. Please send address changes to your local Human Resources office.

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Improvements at Seattle Yard in the Works

About two years from now, the King Street Coach Yard in Seattle will take on a different look. Amtrak is dedicating funds over the next couple fiscal years to make incremental modifications to the yard that will bring it a step closer to the vision the company and its partners ultimately have for an efficient, full-service facility.

The series of projects is aimed at expanding the space and resources at the yard, providing a more productive and suitable work environment for employees, and creating a more efficient operation. The interim improvements will lead to better customer service for Amtrak's partners at Sound Transit, Talgo and Washington State Department of Transportation (WSDOT), as well as passengers on Amtrak's long-distance trains.

Amtrak Mechanical maintains Sounder equipment on behalf of Sound Transit, which provides commuter rail service in the Puget Sound region.

With the BNSF Railway main line running parallel to the yard, Amtrak trains must cross the two-track line when traveling between King Street Station and the yard. This can be time consuming and negatively impacts the operations of all trains. Realizing the desired operational efficiencies envisioned as part of the investments in the yard is dependent upon the completion of an ongoing project to relocate the BNSF main line to the east side of the maintenance facility, thereby eliminating the need for passenger trains to cross over it. The BNSF track relocation project is being funded largely by Sound Transit and is scheduled for completion in the spring/summer of 2008.

The Amtrak-funded yard improvements include the construction of a new warehouse for the maintenance of Cascades equipment, new tracks for Sound Transit trains, an exten-

sion to the wash track, and a new locomotive sanding and fueling station.

To make room for new tracks and ultimately a locomotive shop, the trailers that currently house all of the employees who work at the facility — from Mechanical and Engineering to On-board Service and Train & Engine crews — will be demolished and space will be created in the existing warehouse.

To increase service capacity, the existing Cascades maintenance and servicing building will be expanded so that more work can be done inside, under the roof. The plans also include a second track and replacement of the existing wheel lathe that will accommodate locomotives and accelerate overnight servicing of the Talgo trainsets. In addition, the building will provide office space for Talgo employees responsible for managing Amtrak Mechanical personnel that maintain the Cascades equipment.

"The changes to the yard, while incremental, will mark a significant improvement for our employees and yield greater operational efficiency," said District Superintendent Kurt Laird. The improvements are scheduled for completion in the spring of 2008. During a visit to the yard in October, Amtrak President and CEO Alex Kummant affirmed his commitment to bettering the condition of the facility.



The King Street Coach Yard in Seattle is due for improvements that will help expand capacity to alleviate congestion.

Under a separate agreement, Amtrak will fund equipment modifications to the two Amtrak Cascades trainsets, standardizing the fleet in accordance with WSDOT-owned trainsets. Components such as automatic door sensors and new seats will enhance the traveling experience.

In other news in the Northwest, WSDOT has allocated \$15 million for track improvements at the King Street Station that involve the installation of additional crossovers and other track modifications designed to support more passenger train movements at the station, while simultaneously aiding the movement of freight trains.

In addition, plans for ongoing renovations to the historic station, which is now owned by the city of Seattle, are still being finalized. The city plans to convert it into a multi-modal transportation hub and potential commercial center.

Salute to Engineering's Willbrant

When Bruce Willbrant joined the New York Central Railroad as an engineering assistant in 1960, he wasn't planning on staying with the railroad for nearly five decades. At the end of this month, Deputy Chief Engineer, Maintenance, Willbrant will hang up his railroad hard hat after a 47-year career with the railroad.

From the New York Central to the Penn Central, Conrail, and then Amtrak, Willbrant knows his railroad infrastructure. Always in the Engineering side of the business, Willbrant held numerous management positions, including chief engineer for Conrail and later acting chief engineer at Amtrak.

Well respected among his employees and within the industry, Willbrant has helped groom many Engineering employees for the future. As such, Willbrant leaves his mark on Amtrak and his service to the company and his dedication to the railroad industry is much appreciated.



Photo: Aaron Thomas

Capital Investment in Bridge Aims to Improve Reliability

continued from page 1

out of service to run two trains to remove the old ties and unload the new ones.

The complex job calls for the expertise of about 60 to 70 Engineering department employees from the Track, Bridge and Building, Communications and Signals and Electric Traction disciplines. The System Production Bridge Rehab and System Production Track gangs will be replacing old rail and bridge ties with new bridge ties and CWR.

The Bridge and Building crews and the department's work boat will be on hand to shuttle some materials to and from the bridge by water. In addition, a new piece of equipment that wasn't used for the upgrade of Track 3 will be put to the test — a specially designed "bucket" boat used to work on the underside of bridges that includes a manlift that rises 60 feet in the air.

The Electric Traction group will be responsible for de-energizing and grounding Track 2 for the duration of the project and Track 3 during the night outages. Because of the single-track operation, C & S crews will be on stand-by duty at the interlockings on both ends of the bridge to troubleshoot any problems on the open track.

Because of the nature of the job, bridge



With safety harnesses that are connected to rail trolleys, Bridge and Building employees install grating for a new walkway with the help of a Geismar Crane operated by the Track department.

work not only requires special know-how, but also unique safety precautions. For example, a lifeline mounted along the majority of the bridge span will serve as a fall restraint system for certain operations. Comprising a steel cable to which a harness is attached, the lifeline keeps employees wearing the harness from falling off the bridge.

provide easier access and a safer working environment for employees doing any maintenance or troubleshooting on the bridge in the future."

Unfortunately, it's impossible to make capital investments of this magnitude on a bridge as busy as the Susquehanna without some service disruption. With 100 scheduled passenger trains and another dozen or more freight trains crossing the bridge every day, establishing an operating plan that would cause the least disruption to the corridor is crucial.

Working with Engineering, the Transportation department devised a plan to accommodate the single-track operation. The plan is complicated because northbound trains, which normally travel on Track 2, would incur delays that would cause significant scheduling problems up the road if they were diverted to the open Track 3. In order to keep northbound trains on schedule to reach time-sensitive slots in New Jersey and contracted slots over Metro-North Railroad in New York, the flow of traffic will be reversed between Baltimore and Wilmington.

"That is, northbound trains will operate on what is normally the southbound track and southbound trains will operate on what is normally the northbound track between Baltimore and Wilmington," said Senior Director, Network Scheduling Ben Cornelius. Consequently, northbound trains are expected to incur very minimal delays, or none at all, and to make their scheduled slots farther north.

Furthermore, the bridge's swing span doesn't provide the benefit of a lower footwalk that the rest of the bridge offers. Consequently, crews will build 280 feet of solid planking below the swing span to serve as fall protection.

In addition to an upgraded bridge deck, the project will result in walkways and handrails on both sides of the bridge, which according to Structures Program

Director Bill Linaberry, "will



Bridge and Building employees pause the installation of new ties on Track 3 as a train crosses the Susquehanna Bridge last summer.

Multi-Discipline Safety Teams Grow in Number

The number of cross-functional safety teams charged with mitigating potential hazards to employees in the Engineering, Mechanical and Transportation departments has grown to 11 this year, building on the accomplishments made by the original six teams formed last year.



Photo: Joe Riley

Bear Car Repairman Miguel Ortiz removes a coupler from an Amfleet I coach.

Eleven teams — eight in Transportation, two in Mechanical and another in Engineering — have been formed to identify specific safety hazards and recommend corrective actions this fiscal year. Comprising six to 12 employees each, the teams include local management and representatives from various crafts within the respective groups or departments.

The foundation of the program is built on quantifying risk by assigning numbers or scores to each task. The scores are based on the frequency of the particular activity, the likelihood of injury and the severity of the resulting injury or illness. When a corrective plan is devised by the team, a numerical comparison for injury risk is done to ensure that the change will have a tangible effect on employee safety.

A major benefit of the cross-functional approach is the composition of the teams. “Because the teams are made up of employees from different crafts, each

employee adds a unique perspective and that opens the door to some ingenuity,” said Danny McFadden, superintendent at the Bear Mechanical facility.

Working with the Operating departments, the Environment Health and Safety department initiated the cross-functional team approach last fiscal year. As a result of the work of the original six teams, changes have been instituted or recommendations are currently being evaluated. A recommendation by the team at the Bear Mechanical facility resulted in the in-house creation of a “coupler cradle” that facilitates the safe installation and removal of couplers.

“Another benefit of this approach is that the solutions can be applied across the system,” said Safety Superintendent Chris Williams. “For instance, a solution to a problem area in the Southwest Division on baggage handling could very well be applicable to other divisions.”

Texas Employees Shine with All-Star Safety Record

According to Tim Cooper, Southwest Division assistant superintendent of Road Operations, slips, trips and falls are among the biggest hazards that employees encounter. Based on the injury-free record achieved by the El Paso and Fort Worth Train and Engine crews and the Mechanical employees (within the Operations department) in San Antonio and Fort Worth, their safety-focused attitude has made a big difference in preventing injuries.

The San Antonio Mechanical department, responsible for cleaning and inspecting the *Sunset Limited* and the *Texas Eagle*, has not had an FRA-reportable injury in over 16 years. “And that’s some undertaking,” stated Cooper. The group, comprised of three carmen, three electricians and a foreman, start their shifts at 11 p.m., and perform most of their work at night and outdoors; conditions that require them to be alert for any obstacles in the work area.

In Fort Worth, the Mechanical employees have not had an FRA-reportable injury for more than eight years. In addition to cleaning and inspecting the *Texas Eagle* and *Heartland Flyer*, the two machinists, three carmen and one foreman at this location replace defective wheels and traction motors.

“Much of the success these two groups have achieved can be attributed to their daily safety briefings, wearing the proper protective gear, good communication and participation in the monthly safety committee meetings,” added Cooper.

Other groups maintaining excellent safety records include the T & E crew in El Paso, which has not had an FRA-reportable injury in two years; and the crew in Fort Worth, which has been FRA-reportable injury free since March 10, 2006.

“While our crews clearly recognize that slips, trips and falls can occur by simply walking through a moving train or climbing on and off a locomotive, they are also ready for unexpected situations that require

much more caution,” stated Superintendent of Road Operations Mike Chandler. For instance, when problems occur en route, such as a loss of HEP power, the engineer and/or conductor must inspect the cable for possible causes and troubleshoot the problem.

“This often requires our crews to detrain at night, in all types of weather conditions, and walk across uneven ballast that is often cluttered with rails, ties and other debris,” stated El Paso Road Foreman Fernando Cervantes. “I am very proud of their accomplishment. The majority of these employees have been around for many years and safety is second nature to them, but they all recognize the value of conducting daily safety briefings and watching out for each other.”

In addition to Cervantes, the El Paso crew includes nine engineers, 11 conductors and one operations supervisor; the crew in Fort Worth is comprised of 13 conductors, 11 engineers, a road foreman and an operations supervisor.



Photo: William Shaffer

At the Fort Worth Mechanical compound, (L. to R.) Carmen Mark Moon and Tommy Reynolds, Machinist Luis Castro and Foreman Glenn Mallott inspect the wheel on Coach Snack Car 35001, which operates on the Heartland Flyer consist.

New Online Booking System Broadens International Reach

Provides Access to Tour Operators in 40 Countries

Aiming to capture a larger piece of the international market, Amtrak this month launched Amtrak RailAgent, a new Web-based booking system that enables international travel agents and tour operators anywhere in the world to purchase tickets.

Developed by Wandrian, Inc., a leading global travel distributor and technology developer for rail products and services, Amtrak RailAgent.com streamlines the worldwide distribution of rail products. Through the system's direct connection with the Arrow reservation system, international travel professionals can quickly, easily and more cost-effectively book reservations in real time and print ticket information. Previously, international agents had no real-time direct connection to the reservation system. In addition to this booking capacity, AmtrakRailAgent.com provides information on train schedules, accommodations and on-board amenities.

"We're excited about the revenue potential stemming from our relationship with Wandrian. By having access to their database of over 160,000 travel agents and tour operators in 40 countries, we expect to increase brand awareness and generate additional ticket revenue through this channel," stated Alan Orchison, senior director, Industry Alliances. Based on 2005 data from the Travel Industry Association, international tourists spent \$103 billion in the U.S.

To make travel professionals around the world aware of this new booking tool, Amtrak promoted the site at the largest international trade show in the world, ITB Berlin, held in Germany March 7 through March 11. At the convention, which draws more than 90,000 visitors from over 180,000 countries, Marketing managers distributed brochures about the new product and hosted live demonstrations to give travel agents a firsthand look at the system's capabilities.

Amtrak RailAgent is being promoted through advertising and an article in eTurboNews.com, an online magazine targeting the global travel and tourism industry with over 200,000 subscribers.

"We want travel agents to be very comfortable with the booking process. So, if they have any questions or need help, we have training available through Travel Agency Service Center (TASC) in Philadelphia, where managers will provide assistance and training sessions either online or by phone," stated Claudine Conaway, director of TASC.

Director of Sales Systems Support Sanjean Williams has worked on this project since its inception and attributes its success to the superb effort from employees on both ends — Amtrak and Wandrian.

"Because of their commitment, expertise and ability to work well under pressure, this undertaking has become a reality," stated Williams.

International travel agents may access the site by visiting www.amtrak.railagent.com. Travel agents in the U.S. will continue to book Amtrak through Global Distribution Systems (GDS).



Spring Promotions Offer Systemwide Savings

As the weather warms up and travelers start planning their spring and summer vacations, promotions aimed at increasing awareness and building ridership and revenue are springing up across the country.

Targeting the young at heart, Amtrak is partnering with Starz Media to promote the DVD release of the popular animated feature "Everyone's Hero." Children and their families may enjoy the popular movie and save on train travel through a special Kids Ride Free coupon included in one million DVDs slated for release nationwide on March 20.

The movie, directed by the late Christopher Reeve, is about a boy who embarks on a grand adventure, traveling across the country on a mission to return Babe Ruth's bat before the deciding game of the 1932 World Series.

To advertise the launch of the DVD and the Kids Ride Free offer, Amtrak ticket jackets distributed in March and April will feature



sale through April 30 and good for travel through May 31, allows two children to travel for free with each adult fare.

In the Southwest, more savings are in store as Oklahoma celebrates 100 years of statehood with a *Heartland Flyer* Centennial Free Companion offer. Travelers planning a trip

the "Everyone's hero" creative with the tagline of "Follow Your Dreams on Amtrak." In addition, an e-mail promotion will be sent to approximately 500,000 households and Amtrak.com will feature a downloadable coloring page for children, created by Starz Media. The offer, which is valid for

through the heart of Oklahoma may take advantage of this offer, valid for sale and travel though Dec. 13. The companion offer is being promoted on Amtrak.com, texasagle.com, heartlandflyer.com and in local newspapers in Fort Worth, Ardmore and Oklahoma City. Other restrictions may apply.

To stimulate awareness in the Charlotte market, Amtrak is teaming up with Radio Disney Charlotte to offer passengers a fun-filled experience aboard the Amtrak/Radio Disney Bunny Train. On March 31, children and their families, Amtrak employees and the Radio Disney team will hop aboard the *Carolinian* in Charlotte, take photos with the Easter Bunny and enjoy games, prizes, music and other activities en route to Salisbury, with a return trip on the *Piedmont*.

The Bunny Train is being promoted on Radio Disney Charlotte, on rack cards distributed at local events and in "MySchoolRocks" magazine distributed to 72,000 students and teachers.

FRONT LINE FOCUS

Dear Amtrak:

On behalf of the ... family, I would like to thank the VRE and its staff for providing a loved one of mine with the best attention possible during a medical emergency. My sister, Ms. Florita ... was on the Fredericksburg line ... when she started experiencing terrible headaches. The headaches got so bad that the conductor contacted EMS. During this emergency the conductor, specifically Odis Bledsoe and his co-conductor [Assistant Conductor John McLemore] [both Amtrak employees] ... paid close attention to [her]. It was clearly evident that the conductors properly exercised compassion while utilizing the emergency training that they have received ... Because of staff members like Odis and his co-conductor, people feel safe and continue to use the VRE as their preferred method of commuting to work...

Again, I would like to thank the staff of the VRE and its passengers. Additionally I would like to extend an extra special thanks to Odis and his Co-conductor. It is because of people like you that the VRE is a pleasant and the best way to commute.

Sincerely,

Family Member

Helpful Tips for Using mySAP

In response to questions from management employees about the new mySAP system, the following tips are designed to help resolve difficulties with accessing the system due to password-related issues:

If you have never received a user ID and password to access mySAP, follow these instructions:

If you are a management employee and only need to enter leave time:

- Send an email to mySAP@amtrak.com. You should receive a reply within one business day.

If you are a management employee and need additional access to mySAP:

- Sign on to eTrax.
- Click "Create" and select "Company eForm"
- Select "SAP User Access ID Request." Complete and submit the online form requesting the specific access needed.

The request will be routed to the appropriate departments for approval and you should expect a response in three to five business days.

To Reset Your Password or Unlock Your mySAP ID

- The system allows three attempts to enter your password before your account is locked out. If your account is locked, call the Amtrak Helpdesk at 800-772-HELP (800-772-4357). They will unlock your ID if you know your password or reset your password if you have forgotten it.

Additional helpful information will be posted on the Intranet and e-mailed to employees, including a bi-monthly newsletter beginning in April that will include updates on Project iTrak and more tips on entering leave time and other mySAP-related transactions.

Bridge Capital Investment

continued from page 4

Because southbound trains will be required to make five crossover moves to travel on Track 3 over the bridge, about 10 minutes will be added to the schedules of almost all southbound trains for the duration of the project.

In addition, MARC commuter trains will be affected. To accommodate those passengers, some Amtrak trains will honor MARC multi-ride tickets at Perryville and Aberdeen.

At press time, additional Amtrak schedule changes, and details of the MARC cross-honoring agreement and schedule adjustments were still being finalized.

"Thanks to the work we'd already done on Track 3 in 2005, by the beginning of the summer, we'll have new rail and ties on both tracks, which will contribute to the reliability and on-time performance our customers expect on the NEC," said Deputy Chief Engineer, Structures, Jim Richter.

Work planned for FY '08 and '09 on the actual structure itself would put the entire bridge in a state of good repair for the next two decades.



Track department employees put stick rail in new tie plates on top of new ties. The stick rail becomes the inner rail guard when the Continuous Welded Rail is installed.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

February 2007

WALSH, VALERIE

30-Year Anniversaries

February 2007

AVILA, CHRISTINE

BOEHME, PAUL

BROOME, EILEEN

BROPHY, GARY

COLLINS, JAMES

CREAGAN, THOMAS

CREED, BRUCE

CROUCH, RONALD

DACE, FRANK

DENSMOOR, STEVEN

DEVINE, MICHAEL

DIGREGORIO, CARL

FERRANTE, RICHARD

FOLEY, RICHARD

GERACZYNSKI, WILLIAM

GOLEY, ROBERT

HERZ, NANCY

HOGUE, FRED

JAKUBOWSKI, EUGENE

KORE, ROBERT

LAVALA, FRANK

LOPEZ, RICHARD

LYNN, STEVEN

MALONEY, ROBERT

MANNING, WAYNE

MARCARELLI, THOMAS

MCDADE, GENE

MCGRATH, THOMAS

MORABITO, STEPHEN

O'LENA, LARRY

PATEK, CAROL

PETGRAVE, ERROL

PHILLIPS, GARRY

PITTS, JAMES

RONALDO, RICHARD

SANTOS, NENITA

SCHAFFER, MICHAEL

SCHIRLING, JOHN

SCHMIDT, STEVEN

SCOTT, PATRICIA

SHAW, ROBERT

SMITH, LARRY

SMITH, MARVIN

SMYTH, WILLIAM

STEVENS, PETER

WALSH, RONALD

ZALOGA, FRANK

35-Year Anniversaries

February 2007

GARSTKA, EILEEN

Retirees

January 2007

AMESQUITA, EDNA

AVENDANO, ERNESTO

BLACKMON, HENRY

BURGESS, JOHN

BUTLER, JOANN

CANDENQUIST, ARTHUR

CASEY, MARTIN

CIGANIK, JOSEPH

COLLINS, ROBERT

COPENHAVER, JOHN

COTUGNO, FRED

CUSHING, MICHAEL

D'ALESSANDRO, ARTHUR

EPISCOPO, FREDERICK

GREITER, JAMES

HARRIS, MICHAEL

HEINTZ, KENNETH

JOHNSTONE, DAVID

JONES, RICHARD

KNOTT, HERBERT

KUYKENDALL, DONALD

LARRY, WILLIAM

LATHBURY, RICHARD

MARANDA, JON-ROGER

MCCOLE, JAMES

MORASKI, THOMAS

POWERS, DAVID

PRIVITERA, SAMUEL

RANDOLPH, EMILY

REED, RALPH

ROSAS, FEDERICO

RYAN, PATRICK

SANCHEZ, JOSEPH

THORPE, JANET

TORRES, CHARLES

VERDERICO, JAMES

VERMITSKY, JOHN

WHITE, JAMES

WILLIAM, MOSES

WILSON, ROBERT

WRIGHT, DANIEL

February Ridership, Revenue Best Ever

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Wolverine and *Pere Marquette* — made significant contributions. However, track work on the route of the *Pacific Surfliners* resulted in slight revenue declines, as did weather-related disruptions in western New York and the Chicago area.

Weak demand for Silver Service trains, the *Cardinal* and *Lake Shore Limited* contributed to an underperforming long-distance segment. On the whole, fare increases implemented at the start of the fiscal year led to a 2 percent increase in ticket revenue over last February, while ridership was 2 percent below last year. On-time performance for long-distance trains, most of which travel over freight railroad territory, was 32 percent in February.

From October through February, the company's ridership was 4 percent ahead of the same period last year and in line with expectations; ticket revenue was tracking 10 percent better than last year and exceeded budget by 3 percent.

PSSA Nomination Period Extended to April 30

The nomination period for the President's Service & Safety Awards has been extended to April 30. Each year, the awards recognize Amtrak employees who have made outstanding contributions to the corporation and exhibit exemplary work performance and leadership.

With the return this year of the State Partner Award category, awards will be presented in 10 categories.

For a complete list of the categories or to nominate a fellow employee or group, log on to the Intranet under "Library," then "Forms." For further assistance, contact Carolyn Stagger at staggec@amtrak.com, or call ATS 777-3899.



A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K i n k

Volume 12 • Issue 4 • April/May 2007



Record Ridership, Revenue Halfway Through the Year *Mid-Year Performance Bodes Well for FY 2007*

By far the best halfway point on the books, Amtrak ticket revenue and ridership from October through March reached record highs. Ridership of 12 million was 5 percent ahead of the same point last year and in line with budget, while ticket revenue of \$712.3 million put the company 11 percent better than in FY '06 and ahead of budget by 4 percent.

Acela Express led the results, with a 20 percent increase in ridership over the same period last year, which exceeded budget by 14 percent. Ticket revenue of \$195.3 million represented a 23 percent jump over the mid-year point last year, which was 16 percent ahead of budget.

Crediting the robust *Acela Express* performance for its hefty contribution to the results, Vice President Marketing and Product Management Emmett Fremaux said, "With

half of FY '07 accounted for, we remain well positioned to deliver at year's end the best ridership and ticket revenue results ever."

The premium service's sustained, outstanding performance serves as market validation of the aggressive tactics the company took to improve *Acela Express* performance. The multi-faceted NEC/Acela Service Improvement Program drove higher on-time performance — 88 percent for October through March — shorter trip times, additional departures between New York and Boston, and improved customer service.

In addition, a winter/spring advertising campaign, including prime time TV and ongoing sports marketing efforts, helped drive passengers to *Acela Express*. As passengers have come to depend on reliable service, they are also giving the service high marks — the

Customer Satisfaction Index reflected a nine-point jump in customer satisfaction ratings compared to the same period last year. The service also benefited from several storms in the Northeast that diverted airline travelers to *Acela Express* in February and March.

Although *Regional* service ridership through March was down 2 percent — reflecting some passenger shift to *Acela* — revenue for the six-month period was up 6 percent.

Short-distance service outside of the Northeast Corridor yielded 6 percent ridership growth and 8 percent more ticket revenue over the first half of the fiscal year versus FY '06. While the growth was partly attributed to service expansions launched in Pennsylvania, the Midwest, California and Washington earlier in the year, many other corridor services

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Track Upgrades to Benefit *Pacific Surfliner* Service

The addition of a 3.6-mile second main track north of Oceanside, Calif., marks the completion of one of several long-term projects aimed at reducing congestion and improving on-time performance of the *Pacific Surfliner* and other trains that travel the 129-mile San Diego-Los Angeles corridor.

"While adding 3.6 miles of track may not seem significant, the congestion that it will relieve on that portion of the route will impact service and reliability along the entire corridor. It also moves us closer to achieving our ultimate goal of building double track along the entire corridor," stated Division Engineer Harry Steelman.

Owned by North County Transit District (NCTD), the Southern California route is the busiest corridor in the Amtrak system outside of the Northeast Corridor, serving 22 *Pacific Surfliner* trains per weekday and carrying 1.2

million passengers since the start of the fiscal year through March. In addition to Amtrak trains, BNSF Railway freight trains, NCTD's Coaster commuter trains and the Southern California Regional Rail Authority's Metrolink trains operate along this corridor.

The \$8.25 million undertaking, known as the O'Neil-to-Flores project, was funded by Amtrak and Caltrans, managed by Amtrak Engineering and performed by contractors who completed the work in March.

"Amtrak, NCTD and the state of California have built an alliance over the years allowing us to permit, design and build sev-



Photo: John Eschenbach
A Pacific Surfliner train travels along the original main track, which runs adjacent to new continuous welded rail and concrete ties installed during the O'Neil-to-Flores project.

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T R A I N O F T H O U G H T

With its twists and turns, the crafting of legislation can be a complex and sometimes lengthy process, and Amtrak-related legislation is no exception. You may have read in the newspaper recently that the Senate Commerce Committee approved legislation related to Amtrak — that was just one step of many.

What you may have read about was S. 294, the Passenger Rail Investment and Improvement Act of 2007, which is the Senate's version of a reauthorization bill that would enable \$19.2 billion in federal funding for Amtrak and the development of rail corridors over six years.

Not to be confused with an appropriation bill that actually provides the funds, authorizing legislation provides the framework for the operational goals and corresponding funding levels. The benefit of having current authorizing legislation in place is that it sets the policy on passenger rail for a period of six years, which in effect charts the course of the company and the future of passenger rail. We haven't operated with a current authorization bill since late 2002.

On a more practical level, what this legislation will do is help us better plan and carry out initiatives beyond the current fiscal year. It won't eliminate the need for the annual appropriations process, but I expect that it will serve as its guide, hopefully making for a smoother transition year-to-year. This bill also recommends an average of \$340 million per year in matching funds for states that need capital for developing rail corridors.

While the legislative schedule is apt to change, there is hope that the full Senate could take it up before the July 4 recess. In the meantime, a series of House Transportation and Infrastructure Committee Subcommittee hearings are slated for June to help them craft their version of the legislation.



Alex Kummant

I'll let you know more about those hearings as we approach them, but I expect I'll have an opportunity to convey our vision for passenger rail and talk about the support we're seeing for passenger rail across the country. When I was in Maine last month — the state is interested in expanding service north to Freeport and Brunswick — I was told that there was about \$80 million to \$100 million worth of real estate development that was directly associated with the availability of the popular *Downeaster* service. The list of communities developing around rail service is growing — not a bad argument for the relevance of passenger rail.

Management Employees to Undergo Training

Online ethics and compliance training, covering the legal and ethical responsibilities required of every Amtrak employee, is now available and must be completed by all management employees by June 15. Also, an ethics mailbox, ethics@amtrak.com, has been established for questions about the ethics policy and its application.

In addition, the Office of Business Diversity and Strategic Initiatives will kick off the 2007 diversity training season with the introduction of its "Path of Change" online diversity course. Management employees who previously completed diversity training in 2003 and 2004 have until Sept. 30 to complete the online diversity training course. All management employees are required to complete diversity training every three years.

Further, mandatory classroom training on diversity will begin in June for management employees hired since last year's training sessions or for those who were absent during the training. This session must be completed by the end of the fiscal year. Each department's diversity training coordinator will be notified of the schedule and registration requirements for this training.

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Amtrak Ink

Vol. 12, Issue 4, April/May 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Correction:

A caption associated with the "Capital Investment in Bridge Aims to Improve Reliability" story in the March issue of *Amtrak Ink* inaccurately described work on Track 3 of the Susquehanna Bridge last summer. The work took place in the summer of 2005.

Transportation VP Conveys Vision for Department

Editor's Note: Vice President of Transportation, Richard Phelps is charged with leading the department's team of over 8,000 employees. Amtrak Ink sat down with Phelps to provide some insight into his background, the challenges that he is prepared to tackle and the value he places on employees.

Amtrak Ink: Although many employees know you on the West Coast, employees from other divisions may not. Tell us a little bit about yourself.

Phelps: Many employees don't realize that I began my Amtrak career in 1973 in the Revenue Accounting department in Washington, D.C. I took the job while still in college and only planned to stay for a few months. Little did I know I'd still be here 33 years later. What's great about this job is that I can get reacquainted with the friends, relatives and employees I used to see regularly. Moving back to the East Coast is like coming home again because I have great relationships with so many people here. Over the years, I've also worked in Operations at the Chicago Yards, and as a Transportation manager in Fort Wayne, Ind., and in New Orleans. Although I've been on the West Coast for about 17 years, most recently as general superintendent of the Southwest Division, I've traveled around the Amtrak system extensively. I think it's extremely important to ride the trains, see the product and meet the employees so I can better understand what they are experiencing.

Amtrak Ink: How do you plan to get to know employees in other divisions?

Phelps: I don't plan to operate any differently in that respect than I have in my other positions. Even though I have more responsibilities now, meeting with employees will remain a priority. I still plan to set aside a certain amount of time each week to ride the trains and talk to employees in the divisions, at the mechanical facilities and in other departments as well.

Amtrak Ink: What do you think are the greatest challenges facing the Transportation department and what is your approach to addressing them?

Phelps: Well, obviously we have a huge challenge in operating our state, corridor and long-distance services over the freight railroads. Because the railroads are experiencing such a huge increase in business, our trains encounter significant congestion. In areas where track maintenance has been deferred, slow orders are affecting our trains, and consequently, impacting our customers. So one of

my objectives is to work with the freight railroads and establish strong relationships that will help us to better understand each other's problems and take steps toward resolving our on-time performance issues. My key areas of focus will be to work closely with the Norfolk Southern and CSXT railroads, to put more leverage on operating the *Capitol Limited* on schedule. We want to showcase the *Capitol Limited* as one of our premier trains but that won't happen with the train's current poor OTP numbers.

Within the department, I plan to work with our front-line employees, who can also take steps to help us meet our OTP goals. For example, they can minimize long dwell times by making sure that passengers have their belongings and are prepared to get off the train when it arrives at their stop.

It is also very important that we work with our T and E crews to reduce rule violations. This requires the teamwork and cooperation of everyone — labor and management. We must maintain situational awareness at all times and never get distracted from our core safety responsibilities.

Amtrak Ink: What steps will Transportation take to support the company's goal of delivering excellent customer service?

Phelps: First of all, we will continue to focus on improving OTP. *Acela Express* is a great example, delivering 88 percent in April with high customer satisfaction ratings for on-time performance and overall service. We will also reinforce to our employees that even if the train is late, excellent service recovery skills can make a huge difference in whether or not the customer decides to ride Amtrak again.

We must also recognize that our employees are key to improving overall customer service. We have to ask for their input and act on their



Photo: Leonard Villamor
While speaking with Train Attendant Jaime Santos at the Station Services office at Los Angeles Union Station, Vice President of Transportation Richard Phelps takes time out for a photo.

suggestions. They have great ideas because they are the ones delivering the service and are closest to the product.

Amtrak Ink: Have you had a chance to set any goals for your department?

Phelps: Right now we are in the process of setting goals and objectives and I plan to have them finalized later this month. Those whom I've worked with in the past will tell you — I believe in setting stretch goals that are difficult, but attainable.

Amtrak Ink: Is there anything else you'd like to add, anything you'd like the Transportation employees to know?

Phelps: Our station agents provide the gateway to Amtrak. Aside from the call center personnel, they are the initial greeters of our passengers and the quality of service they deliver can set the tone for our passengers' entire journey. So I want them to continue to do their best to make that first impression a positive one. And on board the train, our crews have really stepped up to the plate in their efforts to deliver excellent service — under sometimes incredibly difficult circumstances.

I want to tell our employees that I understand what they are experiencing. I understand the condition of the equipment they are working with, the environment they're working in and the obstacles they face. I respect our employees' opinions, look forward to hearing their comments and really appreciate everything they do to get our trains over the road.

Keystone Corridor Improvements Underway

On May 6, Engineering crews began rebuilding Tracks 1 and 4 between Philadelphia and Paoli, marking the last major element of the Keystone Corridor Improvement Project. Funded by SEPTA, this work will result in a more reliable service and a quieter, more comfortable ride for *Keystone Service* and SEPTA passengers.

Over the course of this phase of the project, crews will install 80,000 concrete ties and 30 track miles of continuous welded rail to complete the restoration of the four-track main line between Philadelphia and Paoli. Expected to be complete in mid-November, the job will be performed in two periods; eastbound Track 1 will be reconstructed from May 7 through mid-August, then work will shift to westbound Track 4 from mid-August through approximately mid-November.



To minimize the impact this work has on passengers, some *Keystone Service* schedules have been adjusted as of May 7, reflecting approximately five additional minutes of travel time on some trains between Philadelphia and Harrisburg.

Since the rehabilitation of the Keystone Corridor began in 2002, Amtrak and the Pennsylvania Department of Transportation introduced faster travel times, more departures and more reliable service along the 104-mile route in October 2006. Traveling across this all-electric route, trains operate at speeds of up to 110 mph — one of only three corridors in the country to reach that speed. Since the new service was introduced last fall, ridership has grown 17 percent, and in March nearly 71,000 passengers traveled on the *Keystone Service*, making it the fourth busiest corridor in the Amtrak system behind the Northeast Corridor, *Pacific Surfliner* and Capitol Corridor routes.



Photo: Rich Esposito
Baggage Handler Cindy Chango unloads baggage from a *Keystone Service* train at the Harrisburg station.

The revised schedules and information about the project are publicized through several channels, including a Web site message posted on Amtrak.com and a joint Amtrak and SEPTA news release issued in April. Schedules, posters and brochures were also distributed on trains and at stations along the route in April and May.

Amtrak Board Chairman Applauds Illinois' Investment in Passenger Rail

Joined by several Illinois state representatives, Amtrak Board Chairman David Laney held a news conference at the State Capitol in Springfield, Ill.,



Photo: Rick Harnish

after testifying before the Railroad Committee of the Illinois House of Representatives on April 20. In his testimony, Laney expressed his appreciation for the legislature's backing of expanded service, and support for proposed legislation that would provide \$1.2 billion for rail equipment and infrastructure improvements.

In other efforts to promote train travel in the Midwest, Amtrak teamed up with two of its state

partners — Illinois and Michigan — to host two events at Chicago Union Station; the sixth annual Illinois Downstate Day was held May 3 and the third Michigan Travel Day is scheduled to take place on May 16. At each event, representatives from the various cities and convention and visitor's bureaus provide commuters, employees and Chicago Union Station visitors with travel and tourist information on cities served by Amtrak.

(L. to R.) Rep. Sidney H. Mathias, Rep. Donald L. Moffitt, Amtrak Board Chairman David Laney.

Wes Wilkins Selected for Safety Award

For his commitment to and promotion of passenger rail safety, 30-year veteran Wes Wilkins won the Dr. Gary Burch Memorial Safety Award, presented by the National Association of Railroad Passengers (NARP).

In a ceremony held earlier this month, Wilkins was saluted for his role as Brotherhood of Maintenance of Way Employees Safety Liaison. In that capacity, according to NARP, he has influenced the work practices of nearly 500 employees in the Engineering department, contributing to a 63 percent reduction in employee injuries while simultaneously increasing both the quality and the volume of work performed.

Wilkins is further credited with helping implement the Switch Exchange System that constructs and installs high-speed panel switches in new interlockings throughout the Northeast Corridor. His expertise in this area has contributed to contracts with commuter railroads, which have specifically requested Wilkins' involvement because of his expertise in this area.

Amtrak President Alex Kummant said, "Wes has an exemplary record of safety achievement and represents the inspiration and dedication that have contributed significantly to the success of the company in reducing safety risks and injuries."

The award, established by the Burch family and presented annually to individuals who have significantly enhanced rail passenger safety comes with a \$1,000 prize.

Rail Travelogue Site Debuts Online

Capturing the energy and enthusiasm for rail travel and showcasing its advantages, Amtrak launched its Whistle Stop Web community site in April. Found at whistlestop.amtrak.com, the site features travelogues written by professional writers and everyday passengers alike.

With engaging travel diaries and photos of the people and sights encountered during train travels, the site offers a fresh view of what it's like to experience the country by train. The first three articles in a series of stories feature three of Amtrak's most scenic routes: the *Empire Builder*, *Southwest Chief* and the *Adirondack*.

"By encouraging customers to relive their greatest Amtrak adventures and share them with others, we hope to establish a place where readers can connect with each other and build a community around these shared interests and experiences," said Roger Sietzinger, director of Web Design and Production.

In the Rider Memories section, passengers are invited to send in personal stories and photos of their favorite Amtrak travel experiences, the best of which will be posted to the site. Also sprinkled throughout the site are shorter articles, fun train-related facts, tidbits and trivia readers can browse — everything from a factoid about the length of the *Auto Train* to a list of the top ten train movies.

"The richness of train culture is one of rail travel's greatest assets. We expect the stories we receive at Whistle Stop to strike a chord with

readers, building interest to bring new riders on board, while also renewing the devotion of dedicated riders," added Kathleen Gordon, senior director of E-commerce.

Whistle Stop also presents an opportunity to demonstrate the work Amtrak does for the benefit of the environment. Through a partnership with the Environmental Health and Safety department, the site will include articles that highlight Amtrak's environmental initiatives and information on how individuals can help protect the planet. "By generating awareness of Amtrak's favorable carbon footprint, we hope to attract the environmentally motivated traveler by letting them know that taking a train instead of a car or plane can greatly reduce their carbon footprint," said Gordon.

To help establish Whistle Stop as a destination and encourage multiple visits, content will be refreshed and enhanced frequently. New features and stories will be added to the site on a regular basis. Additional topic areas planned for development include tips and activities for family travel, expanded destination information, and contests for the best rider-submitted photos and essays.

Plans are also in the works for more interactive content, including polls, downloads and a system for readers to rate each story, which will help the site evolve to better suit the readers' interests.

Contributed by Brenda Cooper



Hattiesburg Station Reopens Following Renovations

Following several years of preparation and extensive renovations, the station depot in Hattiesburg, Miss., reopened last month. To celebrate the official opening, rail cars and a locomotive were on display at a black-tie gala held at the station on April 20 and a ribbon-cutting event held the following day.

Amtrak Board Chairman David Laney and Hattiesburg Mayor Johnny L. DuPree, Ph.D., were among the guest speakers at the two-day event that attracted more than 500 attendees, including host railroad representatives, city officials, local residents and employees.

The \$10.5 million renovation included the restoration and extension of the platform canopy, making the depot ADA-compliant and installing a new fire sprinkler system. Doors, windows and fixtures were also restored to reflect the original Italian Renaissance-style architecture of the structure. A grand ballroom, separate from the depot, was built to accommodate state affairs as well as local gatherings.

The event included an equipment tour, which allowed attendees to get a first-hand look at a Viewliner Sleeping car, and an Amfleet II Diner Lounge as well as an Amfleet II Coach.

"We hope to increase the ridership on Amtrak with our new facility. We've already seen the interest increase just based on the activity going on at the station," said Mayor DuPree.

The project was funded, in part, by the Mississippi Department of Transportation, the U.S. Department of Transportation Transit Administration, the Mississippi Community Heritage Preservation Grant program and the Great American Stations Foundation.



Photo: M.S. (Mick) Nussbaum
Passengers, local officials and employees welcome the arrival of Crescent Train 19 at the newly renovated Intermodal Transportation Facility in Hattiesburg, Miss.

Safe Passage: A Day in the Life of a Train Dispatcher

Sometimes referred to as the air traffic controllers of the rails, train dispatchers are primarily responsible for the safe and efficient movement of trains operating over tracks in their territory. It's a job that is vital to the railroad and one that requires a tremendous amount of skill.

The job requires a great deal of concentration, stamina, excellent communication skills, attention to detail and an eagle eye. These traits describe train dispatcher and 17-year Amtrak veteran Michael Veltri. Veltri, who, along with 165 fellow dispatchers — including 127 along the busy Northeast Corridor — dispatch trains from six dispatching centers in Philadelphia, New York and Boston, Hialeah, Fla., Chicago and San Jose, Calif.

Ask Veltri what he likes best about his job and you'll get an unexpected answer, "there's a lot to like about the job, but one of the things I enjoy most is that I don't have to work outside."

The 40-year-old South Philadelphia native didn't aspire to a career with the railroad. "I was working at the Philadelphia Navy Yard, and installed carpet for a year and a half. When I heard the Navy Yard was closing, I thought it would be a good idea to find another job, preferably one inside."

Not Your Average Desk Job

While he does spend time indoors working at a desk, any similarities to the typical desk job end there for Veltri. For starters, there are the hours; he works the swing shift, with hours that vary according to the day of the week. His office is a darkened theater-style room and he spends much of his time looking at several monitors that display what looks like a video game screen but is in fact the Centralized Electrification and Traffic Control (CETC) system, which displays his territory, Section 6, which runs from Philadelphia's Center City through northeastern Pennsylvania.

Veltri starts his day with a 15- to 20-minute briefing with the dispatcher he's relieving. "We talk about the conditions on the track, any work that might be going on and any problems that are occurring at the time." Each day, train dispatchers are supplied a "track usage program," which outlines all the work scheduled by the Engineering department that day, such as concrete tie installation, bridge re-decking, rail installation and switch replacement.

Protecting the safety of the crews on these

jobs is a responsibility Veltri takes seriously. "At any given time, there are a number of crews working on various projects out there, so although they do interact, a big part of my job is keeping them away from each other, so that they can all get their jobs done safely



Photo: Howard Conway
Dispatcher Mike Veltri studies the video monitors that track activity through northeastern Philadelphia.

and quickly," said Veltri.

Aided by the CETC and its 100-foot-wide real-time video display screen in the theater, Veltri can control up to 11 interlockings and associated signals with the touch of one button. The work requires extensive knowledge of operating rules for every single railroad that shares the tracks, knowledge of the physical terrain, and the location and condition of every signal, grade crossing and interlocking along the route — important details about the corridor, which hosts nearly 1,900 trains a day, including some 150 Amtrak trains as well as commuter and freight trains.

Veltri communicates by radio and phone with engineers as well as other workers along the route about the conditions of the tracks. As problems are identified, he must think and act quickly to avoid issues that would interfere with the safe movement of the trains.

A Good Foundation

Like most Amtrak train dispatchers, Veltri was promoted from block operator to dispatcher. He credits the training he received as a block operator with preparing him for the dispatcher job.

As an apprentice block operator in 1990, Veltri spent five weeks in a classroom learning the ropes. It was there that he first learned the hundreds of railroad operating rules and to operate signals, switches and interlockings. Three years later, he was promoted to train dispatcher.

Train dispatchers promoted from within

the workforce undergo an extensive three-week classroom training program conducted at the Wilmington Training Facility under the auspices of the Operating Practices department. Outside candidates undergo nine weeks of training. For all trainees, roughly 90 percent of their classroom instruction covers operating rules, including the safe movement of train and track cars, AMT-3 (air brake operating) and interlocking and control point rules.

Once the classroom portion of the training is over, the "posting" phase begins. During the posting phase, apprentice train dispatchers are assigned to sit with a qualified dispatcher for two months while they learn how to dispatch trains using the CETC. They are evaluated regularly by the manager of Train Operations (MTO). There are regular tests and quizzes that must be passed in addition to a minimum of 30 days of posting to complete. Once the new dispatcher, the MTO and the training dispatcher have agreed that the trainee is ready, he or she is assigned to work a specific section of the line.

All of the training comes in handy, as novice train dispatchers are expected to do the same job as the veterans — keep the trains running safely and on time.

Keeping Priorities Straight

Even with the intense focus on keeping traffic flowing on time, safety is always priority number one. Veltri noted that even though the signal system is timed to keep trains two or three minutes apart, he has to pay particularly close attention to weather conditions, work crews and other physical aspects of the line to ensure that there are no obstructions to the safe movement of trains.

Statistics support the fact that the intense focus on safety, by Amtrak as well as freight railroads, is paying off. Railroads posted their safest traffic year in history in 2006, according to statistics from the Federal Railroad Administration; an achievement that's even more impressive when you consider that rail traffic hit its highest point in history during the same year.

Even with the relatively demanding nature of the job and the tremendous amount of personal responsibility he feels for ensuring passengers' and co-workers' safety, Veltri said he loves it. "It's good to know that you played a part in helping someone get home to their family at the end of the day."



Riverside call center agents get the station operations perspective behind the ticket counter at the Fresno station. Pictured in the foreground are: Reservations Sales Agent Gracie Moore-Johnson, District Manager, Stations, Cindy Camara, and Madelyn Gorski, Lead Ticket Agent. Seated on the baggage cart from left to right are: Reservation Sales Agents Michele Jacobs, Linda Ferryman and Barbara Allen.

carries out. As Whitcher put it, "The more we experience Amtrak services, the better we are able to serve our callers and the more satisfaction we receive from our job."

While the agents took the trip on their own time and paid for their own accommodations, the Reservations Sales Call Centers sponsor two familiarization trips as part of new hire orientation process.

Riverside Agents Take Initiative

Fourteen Riverside Call Center agents took the initiative to gain first-hand knowledge of connecting Thruway Motorcoach Service, and train and station operations during a two-day tour of California's San Joaquin Valley in March.

Organized by Supervisor Carole Whitcher, the trip entailed taking Thruway Service to Bakersfield, travel on San Joaquins service and visits to the Hanford and newly refurbished Fresno stations. Along the way, the group learned about bus service, station and ticketing operations, and spent some time touring local attractions.

Speaking with conductors and ticket agents led to information-sharing sessions that fostered a deeper understanding and better coordination of the functions each employee

Track Upgrades to Benefit Pacific Surfliner Service

continued from page 1

eral double track expansion projects, such as this project here in Southern California," said NCTD Rail Engineer Mitch Alderman.

The construction expanded capacity along the line by building 1.8 miles of new track between a siding and a second double main track, resulting in a 3.6-mile stretch of double track. In addition, the O'Neil and Flores control points were eliminated, which increased speed on the extended track from 40 mph to 90 mph. All turnouts and signals associated with the old sidings were either removed or upgraded for the new configuration. Also, several concrete drainage structures were extended to accommodate the new second main track and embankment fill. The new track was constructed using new continuously welded rail and concrete ties to connect the former side tracks, which were also upgraded to reach the higher speeds.

"While we expect to see some improvements in OTP now that this work is done, the real payoff will be seen with the completion of the upcoming project, which involves making the section of double track significantly longer. That project is expected to begin by the end of 2007," according to Senior Engineer Track and Structures Sy Morales.

Because the project impacted the nearby Camp Pendleton military base in Oceanside, which is inhabited by two endangered species of native birds, federal environmental permits were required. One of the requirements mandated that the work not disturb the habitat and breeding of the California gnatcatcher and the Least Bell's vireo.

"In my 30 years of railroading, this has been one of the more challenging projects due to the environmental constraints it presented," said Senior Project Manager John Eschenbach. Several steps were taken to fulfill the requirements. For example, the vegetation growth near the work site where the birds typically breed was removed before the matting season began. Additionally, a temporary plywood wall was built



Photo: John Eschenbach

In compliance with environmental regulations to protect a threatened species of birds during the breeding season, workers remove a mound of dirt before building a 50-foot high and 1400-foot long concrete noise barrier at the Oceanside construction site.

along the side of the project to minimize the noise levels and noise monitors were placed in designated areas.

"The project was completed on schedule and without injury, thanks to the cooperative efforts of our state and local partners, and our of Maintenance-of-Way and Track and Signal employees," concluded Eschenbach.

John Eschenbach contributed to this story.

P R O M O T I O N S I N P R O M O T I O N

Family-Friendly Deals Available on Both Coasts

With the summer travel season approaching, several new promotions aimed at boosting ridership and drawing passengers to events and attractions on both coasts are underway.

Families with children ages 2 to 15 can take advantage of the Summer *Auto Train* Kids Ride Free offer, which will allow up to two children to travel for free on the *Auto Train* with each adult rail fare. The offer is available for sale through July 15 and is valid for travel from June 1 – Sept. 30.

On the East Coast, two unique marketing alliances with the Baltimore & Ohio (B & O) Railroad Museum and The 2007 Sunoco Welcome America Festival are sure to have broad appeal to those looking for family-friendly activities.

Known as the “birthplace of American railroading,” the B & O Railroad Museum houses the most comprehensive collection of railroad memorabilia in the nation. With a valid ticket stub, Amtrak passengers will receive a \$2 discount off the admission (\$14 for adults and \$8 for children ages 2 – 12). Amtrak employees also receive the same discount using their employee ID. The offer runs through March 2008.

companion traveling with a paid full fare ticket to Philadelphia is available. The fare is valid for sale from June 20 – July 5 and reservations must be made at least three days in advance for travel.

Rail passengers and Amtrak employees on the West Coast can take advantage of substantially discounted tickets to one of the area’s premiere amusement parks, Six Flags Discovery Kingdom Park. Passengers who purchase tickets on Amtrak may also purchase discounted admission tickets to the park, saving as much as 46 percent off the adult admission fee.

The “Teletubbies” 10th Anniversary Celebration

To mark the tenth anniversary of the “Teletubbies™,” Amtrak, Ragdoll and JCPenney Portraits have teamed up for a special sweepstakes featuring a Grand Prize of four (two adults and two children 16 or younger) round-trip coach tickets (or plane tickets at the sponsor’s discretion) for a three-day/two-night trip to New York city to visit the Teletubbies U.S. office. Winners will also receive \$1,000 spending money, a digital camera and camcorder, and a special DVD featuring photographs of their trip.

Twenty-five first prize winners will each receive a Teletubbies DVD and a JCPenney portraits package. Seventy-five second prize winners will win a JCPenney portrait package.

In the coming months, Amtrak and Ragdoll will offer activity books and Teletubbies antennas for giveaways in some stations, while Teletubbies placemats will be available on board some trains. The Teletubbies “Time to Play” DVD will be released this month and will include a Kids’ Half Off offer in the DVD jacket.

Pow Wows Aim to Attract Native American, International Tourists

Marketing Manager John Thomas attended the largest Native American festival in North America — the Gathering of Nations Powwow — held in April at the University of New Mexico Arena in Albuquerque, N.M. For the second year in a row, Amtrak was a sponsor of the event, which attracts over 100,000 people annually. “Because Amtrak operates through

38 reservations, the festival provides a great opportunity to promote the convenience of train travel among Native Americans,” said Thomas.



As part of the sponsorship, Amtrak’s logo and a special discount offer for travel to the event was displayed on the festival’s Web site, and featured in a full-page ad in 40,000 festival programs and included in over 10,000 Gathering of Nations posters distributed in key Southwest markets.

Separately, travel industry professionals gathered in Anaheim, Calif., last month for their own Pow Wow.

Nearly 5,000 travel industry professionals from across the globe gathered for the 39th annual Travel Industry Association International Pow Wow, the premiere international marketplace for tourists coming to the United States. The event provided Amtrak an opportunity to showcase the RailAgent.com online sales system launched in March to international travel agents and tour operators. Calling the show a success, Chief Marketing Officer David Lim said, “We established numerous agreements that will result in increased revenue and ridership by overseas visitors in the coming months.”



In Philadelphia, The Sunoco Welcome America Festival, from June 28 – July 4, will feature world-class patriotic and historic venues and highlight the best of American music. The event includes musical performances ranging from rock to gospel and salsa, and feature legendary names including R & B artist Chaka Kahn and the popular rock duo Hall & Oates. To bolster rail travel, a discount of 50 percent off the best available rail fare for one

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

March/April 2007

BORNHORST, CARL
 BREWER, PAMELA
 COLLINS, RICHARD
 DAVIDSON, BRUCE
 DURSO, KAREN
 GALLAGHER, JAMES
 GIULIAN, VALORIE
 GRANT, JAMES
 GRUGAN, TIMOTHY
 HILL, JOSEPH
 HUBER, MARK
 MAKOWSKI, PETER
 MCNEAL, RICHARD
 PALUMBO, JOHN
 ST LOUIS, DANIEL
 STUBBS, DENISE

BOTTIGLIERI, ALBERT
 BOYCE, ROBERT
 BOYLE, MATTHEW
 BRECCIAROLI, DAVID
 BREWER, PAMELA
 BROWN, LARRY
 BROWN, SHEREE
 BRUNELL, ROBERT
 BURGESS, TERRY
 BURGH, ROGER
 BURNS, BRIAN
 BURNS, MICHAEL
 BURNS, TIMOTHY
 BUTZ, GARY
 BYRNE, FREDERICK
 CANIGLIA, JOSEPH
 CARROLL, DANIEL
 CARROLL, GARY
 CHHEDI, HARDEO
 CHOPORES, JAMES
 COADY, WILLIAM
 COFFEY, JAMES
 COLEMAN, JOHN
 COLLINS, PATRICK
 COLLINS, RICHARD
 CONLAN, CHRISTOPHER
 CRAIG, JAMES
 CRUZ, DAVID
 CUNDIFF, JOHN
 CUNNINGHAM, YVETTE
 CZAJKA, KENNETH
 D'ALESSANDRO, MARIA
 DALGLIESH, JOHN
 DALIEGE, GERALD
 DAMBACH, REED
 DAMIANO, LINDA
 DAMIANO, MICHAEL
 DAVIDSON, BRUCE
 DEBELLIS, FRANK
 DEEMILIO, MICHAEL
 DEGRAW, MARY

DEMPSEY, ALLEN
 DESHIELDS, KENNETH
 DESIMONE, JAMES
 DIBUCCIO, PASQUALE
 DICARNE, ANTHONY
 DODD, JED
 DOUGLAS, WILLIAM
 DRAKEFORD, LEILA
 DURSO, KAREN
 DWORAK, PETER
 DZIOMBAK, DANIEL
 ECKERT, TERRY
 EDWARDS, CLARENCE
 ELROD, PAUL
 ERMER, ROBERT
 FETCHINA, EUGENE
 FISCHER, JEFFREY
 FLOYD, THOMAS
 FOLEY, TIMOTHY
 GALLAGHER, JAMES
 GALLAGHER, ROBERT
 GARARD, MARVIN
 GARCIA, RAMON
 GARDINER, THOMAS
 GATHEN, WILLIAM
 GERBINO, VINCENT
 GIBSON, JULIUS
 GIESPERT, GREGORY
 GIORDANELLI, JOHN
 GIOVINGO, JAMES
 GIULIAN, VALORIE
 GODBOUT, JOCELYN
 GODSHALL, WAYNE
 GONZALEZ-BORMANN, LUZ
 GRAHAM, TERRY
 GRANT, JAMES
 GRASSO, LIONEL
 GRAVELINE, PETER
 GRAVES, FRANK
 GRUGAN, TIMOTHY

HAHN, STEPHEN
 HAYES, JOSEPH
 HAYWARD, WALTER
 HENNING, KENNETH
 HENRY, JOSEPH
 HERNANDEZ, ARMANDO
 HERRON, PETER
 HILL, JOSEPH
 HILL, MARK
 HILTZ, JAMES
 HISQUIERDO, EDWARD
 HOODACK, TIMOTHY
 HORCHAR, MYRIAM
 HUBER, MARK
 HUME, KEVIN
 HUMPHREYS, PETER
 HUTSELL, LARRY
 INGRAM, DAVID
 JACKSON, SHARLYN
 JOHNSON, JUANITA
 JOHNSON, RONALD
 JONES, ROBERT
 JUNG, JOSEF
 KARCZESKI, DANIEL
 KATIN, LEWIS
 KEES, CHARLES
 KEETON, DWAIN
 KERRIGAN, TERENCE
 KETELS, DOUGLAS
 KIDDER, SHERRY
 KIRSCHKE, EDWARD
 KLINE, JEFFREY
 KOHLMAYER, GEORGE
 KRUG, DONALD
 KRUSE, FRANCIS
 KULESA, CHARLES
 KUSMACK, ROBERT
 LABOISSONNIERE, DAVID
 LADISLAW, DANIEL
 LAROCO, JOHN
 LAVECCHIA, DONALD

LEWIS, ANTHONY
 LISZEWSKI, RONALD
 LOTT, GARY
 LUPIAN, EDWARD
 MAGUIRE, ROGER
 MAKOWSKI, PETER
 MALDONADO, GEORGE
 MALIN, ROBERT
 MARIDUENA, ANIBAL
 MARINO, ROBERT
 MATTHEWS, PAUL
 MATTOCCIA, JOHN
 MAUZAKA, WALTER
 MAXEY, JOAN
 MC GINNIS, STEVEN
 MCGONIGAL, KEVIN
 MCLAUGHLIN, JOHN
 MCNEAL, RICHARD
 MCQUINN, ROBERT
 MELLINGER, EDWARD
 MERCIER, JOHN
 MEYER, JOHN
 MIDDLETON, ARTHUR
 MILLER, DAVID
 MILLER, WILLIAM
 MILLS, DOUGLAS
 MILO, RALPH
 MONTONE, DENNIS
 MOONEY, MICHAEL
 MOYER, RODERICK
 MUELLER, JOHN
 MULLENHOFF, DAVID
 MUMENTHALER, WILLIAM
 NANGLE, GERALD
 NAPIER, CORDELL
 NEIL, RODRICK
 NIEWINSKI, EDWARD
 NORRIS, JAMES
 O'KEEFE, CHRISTOPHER
 ODOM, SHARON
 O'HARA, DANIEL

EMPLOYEE MILESTONES

Congratulations to All of You!

OROSZI, NORMA	RACE, CHARLES	SMITH, JERE	TSIKALAS, MICHAEL	WHITE, FRANK
PALUMBO, JOHN	RAMIREZ, ROBERT	SONN, VYN	URQUHART, ABRAHAM	WILLIAMS, MICHAEL
PAONE, JAMES	RAMOS, PEDRO	ST LOUIS, DANIEL	VANHAZEBROECK, PATRICIA	WILLIAMS, RUSSELL
PAPROCKI, STEVEN	RIVERA, ANDREA	STANKEVICIUS, VICTOR	VANT ZELFDE, PATRICK	WILSON, ROBERT
PATTI, WILLIAM	ROBERSON, PEGGIE	STARR, ROBERT	VAZQUEZ, JOSE	WINCHESTER, BRIAN
PEDROZA, WILLIAM	ROBINSON, WILSON	STUBBS, DENISE	VILLANO, GARRY	WINTHER, JOHN
PEPIN, JOHN	ROSEEN, JOHN	SURFACE, RUSSELL	VOGLEZON, NEVILLE	WISE, JOHN
PETTIT, LLOYD	SALIDO, PAUL	SWINGLE, GEORGE	WEBER, CRAIG	WOLBERT, JO-ANN
PHELAN, SUSAN	SAXTON, CARL	TETEAK, MICHAEL	WEINGART, MICHAEL	WRIGHT, DAVID
PICCININNI, NICHOLAS	SCAMEHEORN, RICHARD	TIPPING, THOMAS	WELLS, WARREN	YAGER, JOHN
PIDGEON, WILLIAM	SCOTT, SAUNDRA	TITLOW, ROBERT	WESLEY, BENJAMIN	
PITTS, RICKY	SENFTE, COLLEEN	TOCZYLOWSKI, MICHAEL	WESTENBERGER, JOSEPH	35-Year Anniversaries
PLANCON, DAVID	SHAW, ROBERT	TOMLINSON, DOUGLAS	WHALEN, PATRICK	<i>March/April 2007</i>
PLATT, THOMAS	SHEAFFER, GARY	TOWNSEND, MARY	WHEELER, STEVEN	MILLER, PATRICIA
PROULX, DENNIS	SLAVIN, LEROY	TRIEBEL, DAVID	WHITAKER, DAVID	WOLFF, KATHRYN
PYLE, STEVEN	SMITH, JACK	TROUTMAN, EDWARD		

Mid-Year Performance Bodes Well for FY 2007

continued from page 1

outperformed last year's results. For instance, the *Vermont* saw gains of 19 percent and 16 percent in ridership and revenue, respectively; the *Adirondack* carried 12 percent more passengers and brought in 13 percent more revenue; the *Pere Marquette* saw 8 percent growth in ridership and 10 percent in revenue; the *Hoosier State* picked up 16 percent more riders and a 23 percent increase in ticket revenue.

Long-distance service ridership growth remained steady at the mid-year point, exceeding the same point last year and budget by 1 percent. Due to fare increases implemented at the start of the fiscal year, ticket revenue grew 7 percent over last year and 3 percent ahead of budget.

On-time performance of long-distance service through March was 42 percent, which was 12 points higher than the same period in FY '06.

FRONT LINE FOCUS

Dear Amtrak:

I would like to express my appreciation for the great service we received on our trip from Seattle to Portland ... Judy [Barron] and Ray [Apostol] in particular were so helpful and friendly, it made our first trip on the train so pleasant!

They were both also informative and thoughtful ... we will definitely be making more trips by train — chiefly due to the great time we had on this trip!

Sincerely,

Amtrak Cascades Passengers



Photo: Dave Albert

Pacific Surfliner Passengers Participate in Security Training Exercise

During a homeland security exercise, Amtrak Police Officer Phillip Clark and his K9 Benny, search a passenger's luggage on board a Pacific Surfliner train. On April 28, Amtrak, Los Angeles Union Station management, law enforcement agencies and security and transit partners participated in a drill to rehearse a multi-agency response to a Union Station security threat. During the exercise, travelers volunteered to participate in baggage screenings at the station and on board several Pacific Surfliner trains, in addition to vehicle searches upon entering the station.

EMPLOYEE MILESTONES

Congratulations to All of You!

Retirees

March/April 2007

ABEJUELA, ALEJANDRO
ANDERSON, ALSTON
ATKINS, CLOYEE
BOWIE, DIANNE
BOWIE, HARRY
BRAHM, DONALD
CHAMBERS, NORMAN
CHRISTAIN, CHARLES
CRAYNE, CARMEN
DANDY, EUGENE
DAVIS, JOSEPH

DIRENZO, JOSEPH
DREWS, EDWARD
EHRHARD, BARBARA
EVANS, MERIWETHER
FISCHER, WILLIAM
FLETCHER, JAMES
HESSE, ROSEMARY
HINTON, TRAVIS
HUTSON, CLIFTON
JEFFCOAT, RICHARD
JEFFRIES, CAROLYN
JENKINS, ORIE
KADLUBOSKI, MARGARET

KETTERER, PETER
KNAPIK, DONALD
LAUSTER, MICHAEL
LEVY, SUZANNE
MAGAW, ERNEST
MALDONADO, GUIDO
MASLANKA, WILLIAM
MATTHEWS, SAUNDRA
MAY, BENNETT
MCCLOSKEY, MARYANN
MCCONOMY, ROBERT
MCPMAHON, BERNIECE
MILLER, ROBERT

MOORE, PATRICK
MULTRIE, WILLIE
NELSON, JOHN
NICHOLSON, ALAN
ORTIZ, MARIO
PESCEVIC, LOUIS
PORTER, CAREY
PRICE, HAZEL
PROUDFOOT, ROBERT
REES, THOMAS
RILEY, PAUL
ROWE, VICTOR
SANDERS, EVONNE

SAYLOR, RONALD
SHIMANEK, DARLENE
SMITH, BRISCO
SMITH, DONALD
ST. GEORGE, ROBERT
TAILLON, CONRAD
VAZQUEZ, FRANCISCO
WEBER, DOUGLAS
WILLBRANT, BRUCE
WILSON, DOROTHY
WYNNNS, LEWIS

A Monthly Publication
for and by Amtrak Employees

Amtrak

A M T R A K

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Volume 12 · Issue 5 · June 2007



May Posts Best Ridership, Ticket Revenue Results on Record

Last month's ridership and ticket revenue results topped the record books, designating May the best-performing month ever. Carrying 2.3 million passengers and generating \$132.7 million in ticket revenue, Amtrak services outperformed last May by 8.5 percent and 11 percent, respectively. The results also exceeded the company's expectations in both categories, ahead of budget in ridership and revenue by 5 and 4 percent.

Posting consistently high numbers since the start of the fiscal year, *Acela Express* ridership in May was 20 percent better and ticket revenue was 24 percent higher than last year. The service also exceeded the company's expectations, exceeding ridership and revenue budgets by 13 and 17 percent. *Acela's* nearly 90 percent on-time performance, increased customer satisfaction and aggressive advertising campaigns helped draw travelers from Northeast air shuttles, for which on-time performance averaged

in the mid-70s.

Regional trains also contributed to the NEC results, with a 3 percent increase in ridership and 7 percent rise in ticket revenue.

State-supported and corridor trains served 10 percent more passengers than last May, bringing in 13 percent more ticket revenue. While the growth is partly attributed to recent service expansions across the system, a number of corri-



Fueled by a 20 percent jump in *Acela* ridership and a 24 percent jump in *Acela* ticket revenue, May ridership and revenue numbers are at an all-time high.

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Product-Focused Service at Center of Reorganization

Since the launch of the NEC/*Acela* Service Improvement Program last year, Amtrak has seen double-digit increases in *Acela Express* ridership and ticket revenue. In an effort to extend the success of that program to other services throughout the system, the company combined its Marketing and Sales department with Customer Services to create a new department, Marketing and Product Management. This new department is charged with developing a more product-focused approach to sales and customer service, which will help deliver increased ridership and revenue.

The reorganization is rooted in the sound business practice of taking what works, making it better, and transferring that successful model to other services. Guided by research findings that identified on-time performance, clean trains, personalized service and enhanced product elements as top concerns for *Acela* passengers, the company took steps to address these areas last year. The multi-departmental effort to deliver a higher caliber of customer service resulted in shorter trip times, more personalized customer service — with the addition of at-seat cart service on some trains — and cleaner, more reliable trains. As a result of these achievements, the department is taking a number of steps to

enhance customer service systemwide and link its marketing efforts to product delivery.

Stepping Up Service

The key elements in the overall strategy to address customer service are the coaching, training and development of on-board and station staff. To that end, the department has engaged the services of Celerant Consulting to develop a set of best practices to drive customer service excellence and identify ways to measure service performance.

Most importantly, new training plans will be designed to reinforce best practices in customer service. The new training and coaching practices will be carried out by key senior staff members who supervise on-board and station personnel. Central to this approach is a new performance appraisal structure created both to recognize high performers and identify key training and development needs.

“We’re essentially taking the business model from the NEC/*Acela* Service Improvement Program as well as the best practices identified by our managers, employees and customers and applying them to our other routes so that we can deliver the same positive effect on overall

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T R A I N O F T H O U G H T

As I write this, we're putting the final touches on the strategic plan we're developing for next year and beyond. As I recently told members of a congressional subcommittee, I truly think that Amtrak is at a crossroads and that we must do everything we can to position ourselves for the future — the decisions we make today will define Amtrak's role as a provider of passenger rail service in the years to come.

While the House and Senate work to craft the reauthorization bill that will essentially provide the blueprint for Amtrak for the next six years, my duty is to inform the process as thoughtfully and prudently as possible. The plan we're drafting is multi-faceted, addressing areas for improvement in the financial, safety and security, long-distance service, corridor service, and on-time performance arenas. Put simply, our goal is to operate more efficiently, increase revenue by taking advantage of growth opportunities, and thereby continue to reduce the amount of federal support needed for operations.

Let me share with you a couple reasons why I think we're at a critical juncture. There are several external factors that are leading people to turn to travel by rail. Volatile gas prices, growing populations that expand city boundaries of cities, air and highway congestion that negatively affect quality of life for many people and tax states' capacity — not to mention serious concerns about their effects on our environment — are among them. Accordingly, states are looking to broaden the scope of passenger rail within their transportation networks. Our own market research tells us that 80 percent of travel consumers like the idea of train travel.

In a number of key areas, we're moving in the right direction. Ridership and ticket revenue so far this year (through May) are up 6 percent and 11 percent, respectively. Overall, Customer Service Index scores are improving and exceed last year's performance. Furthermore, we are implementing a number of initiatives like Reliability Centered Maintenance that are aimed at making our operation more efficient.

Furthermore, examples of successful partnerships with states are demonstrated by our increases in service levels in California, Washington, Illinois and Pennsylvania. And in the Northeast Corridor — particularly with respect to *Acela Express* performance — we have an outstanding example of what Amtrak can achieve.

For all of these reasons, the driving force behind our strategy is positioning ourselves to expand corridor service where the market demands it and resources permit. Working to



Alex Kummant

meet the needs of states, we're orienting the business to better service our state partners. We also need to strengthen our national network by creating better links between our long-distance services and state and regional corridors.

One of the factors that could hamper corridor development opportunities is the need for new equipment. While our maintenance practices aim to lengthen the life of our fleet, some of the equipment dates back to the 1950s and needs modernizing. So far, we've met expanded service requirements with the equipment we had. Future growth, however, will call for equipment that we just don't have. Compounding the challenge to replacing our fleet and promoting expanded corridor service is the lack of U.S. car manufacturers. Another challenge is the lack of a matching federal-state capital funding mechanism that would greatly benefit states eager to build rail corridors.

While there is a focus on corridor development, we must build on what we've accomplished on our own Northeast Corridor. As a result of a trip-time improvement and nearly 90 percent on-time performance, *Acela Express* ridership and ticket revenue so far this year are up 21 and 24 percent, respectively. These improvements would have been impossible had we not made significant investments in our infrastructure. While I think the NEC is in the best shape it's been in a long time, we must capitalize on what we've established, by continuing to identify opportunities for additional trip-time reduction and capacity expansion.

I'll have more details about our plan for next year once it's been finalized. In the meantime, keep up the good work and stay safe.

3

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FRONT LINE FOCUS

Amtrak Ink

Vol. 12, Issue 5, June 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Mechanical Shop Improvements Yield Greater Efficiency

Innovative thinking and improved processes, supported by investments in facilities and equipment, have enabled employees at Chicago's two mechanical facilities to reduce the time required to inspect and service locomotives and passenger cars. The improvements implemented at Brighton Park and the Chicago Yards aim to increase the availability and reliability of the locomotive and passenger car fleets.

Servicing Locomotives at Trainside

Mechanics at the Chicago Yards are testing a new method of servicing locomotives without removing them from the train consists, known as mobile train servicing. In April, the Mechanical department began leasing a truck that delivers sand, fuel, oil, water for locomotives.

"Instead of separating the locomotive from the consist and taking it to the 16th Street Locomotive Shop for inspection, service and fueling, having the truck there allows us to



Photo: Sharon Slaton
Laborer John Szczerba fuels the Illinois Zephyr before its afternoon departure.

keep the entire train consist together during servicing," said Mechanical Superintendent Chuck Hull.

"By keeping the consist intact, moving our employees to the train and doing the servicing all at once, we will probably save the 60 to 90 minutes per train that it would ordinarily take to switch an engine," said Hull. This added time gives mechanics the flexibility to spend more time on maintenance and repairs. "It also helps us relieve congestion at the 16th Street service track and increase locomotive availability by reducing the time it takes to switch and service locomotives." The shorter turn-around time also contributes to better on-time performance for trains departing Chicago.

"Mobile train servicing is working extremely well, and after we evaluate the project we will determine whether this method will become a permanent part of our operation," said Master Mechanic Robert Cohee. "We can't expand our yards because of the physical constraints of this location, so we must continue to come up with creative ways to use our space and manpower more efficiently."

New Preventive Maintenance Process Underway

Upgrades have also been made at the 16th Street Locomotive Shop, where mechanics repair locomotives and will perform a combined total of 800 annual and 92-day preventive maintenance (PM) inspections this fiscal year.

"After analyzing the service and inspection processes, we realized that by reducing dwell times and dedicating one track to performing 92-day inspections, we could cut the time it takes to perform PMs from 32 to 16 hours," explained Mechanical Superintendent David Haffner.

Previously, repairs and annual and 92-day inspections were performed on Track D-8 in the backshop. Now, units that only require a 92-day inspection can be completely serviced, including daily maintenance, on Service Track D-5. Performing PMs in one spot and having the right materials in position at all times streamlines the inspection process and helps steer more employees to the

repair side of the operation.

Mechanics and electricians participated in training to help them adapt to the new procedures.

To improve the work area and create a dedicated PM line, obsolete machinery was removed, the floor leveled, a new ventilation system installed, the ceiling lighting upgraded and the interior walls, ceiling and flooring painted white to provide a brighter, easier-to-clean work environment.

Brighton Park Mechanics Invest in Time-Saving Tools

Nearly six miles away, a number of upgrades that began in January were completed last month at the Brighton

Park Maintenance Facility, where mechanics performed preventive maintenance on Horizon, Superliner and Amfleet coaches.

Rather than manually cleaning dining car components such as griddles and oven racks, coach cleaners can now place those items in a machine that resembles a giant dishwasher. The machine saves 24 man-hours per car, and according to Assistant Superintendent Rick Burton, "it will pay for itself in eight months."

In addition, the purchase of four new electric lifting jacks has made it easier and faster for employees to remove and repair trucks and wheels. With all four jacks strategically positioned around the car, one push of a button simultaneously lifts all the jacks and raises the entire car to a designated height so the wheels can be removed.

Before the lifting jacks were acquired, each wheel was removed individually. "It used to take 45 minutes to change each wheel, now with the electric jacks, it only takes 45 minutes to change all four wheels," explained Burton.

Brighton Park pipe fitters met a need for more flexibility when watering cars by designing and building a watering station between Tracks 2 and 3 that is easily accessible from any location on either track.

"Originally, there was only one waterline on the wall at the far end of the building and we had to stretch the hose halfway through the facility to water the cars," said Burton. The new centrally located watering station is more convenient and minimizes tripping hazards because the hose is pulled a relatively short distance.

Other improvements at Brighton Park include extending the floor drains so waste can be removed from cars at three locations

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Photo: Sharon Slaton
Preparing to change the wheel on a Superliner coach, Carmen Tracy McKay (L.) and Roy Murray position the lifting jack under the car.

Amtrak Opens Portal to Next-Generation Employees

In a move that will significantly enhance its workforce succession planning, Amtrak is joining forces with the U.S. Army to participate in the Partnership for Youth Success program, or PaYS, to provide career opportunities for soldiers upon completion of their military service. A ceremonial signing to launch the partnership took place in Washington



Photo: Kevin M. Briscoe
Baltimore Recruiting Battalion Commander Army Lt. Col. Burl W. Randolph Jr. (R.) presents a certificate of appreciation to Chief Operating Officer Bill Crosbie in a ceremony highlighting Amtrak's participation in the U.S. Army's Partnership for Youth Success Program.

Union Station's Starlight Room on June 7, attended by Bill Crosbie, chief operating officer; Lorraine A. Green, vice president, Human Resources; and Lt. Col. Burl W. Randolph Jr., commander of the U.S. Army Baltimore Recruiting Battalion.

“More than 1,800 Amtrak employees with 30-plus years of work experience are retirement-eligible in 2007,” Green said. “The PaYS program enables us to replenish our aging workforce with new employees who have benefited from the training and discipline inherent in a military career.”

Green added that the company is currently looking to fill craft positions in the Engineering, Transportation and Mechanical areas. Future opportunities in information technology, computer science, finance, planning and analysis, and logistics planning are also being considered.

“This program really helps us augment our workforce planning and build the next generation of first-rate Amtrak employees,” said Green.

Under the general terms of the agreement, the Army screens and selects applicants to enter specific occupational programs, provides formal skills training and on-the-job training, and maintains the PaYS Information Exchange to facilitate communication between Amtrak and qualified soldiers. For its part, Amtrak must provide hiring forecasts for both active Army and reserve soldiers, create a mechanism in the hiring process for identifying PaYS soldiers, conduct interviews and make job offers, and reinvest in the program annually by providing future hiring need forecasts.

“Amtrak is extremely proud to engage in a partnership with the U.S. Army to make this transition as easy and rewarding as possible,” said Crosbie. “The soldiers that participate in the PaYS program are, undoubtedly, team- and goal-oriented individuals ingrained with a strong work ethic. These are indeed the type of employees we want as part of the Amtrak family.”

Amtrak will work with the recruiting battalions located near its eight Human Resources offices — in Albany, N.Y., Boston, Chicago, Los Angeles, Oakland, Calif., Philadelphia, Seattle and Washington, D.C. — to identify and select job candidates via on-campus recruiting events, Amtrak's Job Opportunity Web site and the PaYS program's Web site.

For several years, the Human Resources department has established and nurtured partnerships with various branches of the military. In 2004, the Chicago Human Resources office was recognized by the U.S. Navy liaison at the Great Lakes Naval Training Center and the U.S. Military District of Chicago for its successful efforts in hiring veterans. During calendar year 2006, 27 percent of new hires in the Seattle District self-identified as veterans. Also in 2006, the Los Angeles Human Resources office was the recipient of the “Employer of the Year” award from the California Employers Advisory Council for its hiring of veterans.

Summer Track Work Affects California Zephyr Travelers

Many travelers consider the *California Zephyr* one of the most beautiful train trips in all of North America, particularly as the train climbs through the Rocky Mountains, twists through canyons and follows along the Colorado River. This summer, however, the famed scenic route will take on a different form as the train detours through Utah and southern Wyoming due to Union Pacific (UP) track work that begins next month between Granby and Glenwood Springs, Colo.

The detour will follow a portion of the historic transcontinental Union Pacific route that was completed in 1869, and offers views of broad vistas, wildlife and high plains.

Beginning July 10 and continuing through Aug. 8, on Sunday through Wednesday of each week, the *California Zephyr* will travel on an alternate route between Denver and Salt Lake City, as UP gangs install more than 20 track miles of new rail.

During the re-route, service will be suspended to and from Provo and Helper in Utah and Green River, Granby and Fraser-Winter Park, Colo. Motorcoach service will be provided at Denver for westbound passengers traveling to Glenwood Springs and Grand Junction, Colo. Eastbound passengers boarding at those stations will be provided motorcoach service to Denver, where they will board Train 6 destined for Chicago.

“Many people don't realize why the UP needed to shut down the railroad between Denver and Salt Lake City, instead of working around the train traffic,” said Systems Operation Director Bruce Davidson. “If the gangs stop work each time an Amtrak or freight train goes by, trains would



Photo: Kathy Melson
At the Denver station, Ticket Agent Mike Markel speaks with a passenger about the *California Zephyr* re-route that begins on July 10.

Customer Service Key Component of Board-Approved Improvement Plan

Recent market research conducted for Amtrak identified four areas for improvement to drive customer satisfaction among *Acela Express* patrons: personalized and consistent



The Capitol Limited's Lead Service Attendant Terrance Dismuke is one of many front-line employees delivering enhanced customer service to Amtrak passengers.

ridership, and capturing market share from the airline industry and other travel modes.

To date, the program results include a five-minute trip-time reduction that became effective with the Fall 2006 – Winter 2007 System Timetable, improved on-time performance sustained over the last 20 months, and new food and beverage amenities in First class along with at-seat cart service in Business class on some trains. These improvements led to more business, as evidenced by 24 percent growth in May 2007 ticket revenue and 20 percent more ridership compared to May of last year.

“These ridership and revenue numbers are a clear testament to our ongoing commitment to the customer,” said Emmett Fremaux, vice president, Marketing and Product Management. “A key element driving these numbers is a comprehensive strategy that focuses on continuous improvement in service quality and strong employee engagement in improving customer service behaviors.”

The NEC Service Operations Division team will implement a Management Control

and Reporting System (MCRS™) developed by Celerant Consulting that includes a set of key performance indicators and service delivery standards for all employee and management levels, a performance review structure and training plans. With this approach, approved by the Amtrak board of directors in April, employees and managers offer and implement ideas to improve customer satisfaction and business processes, assess their progress against a series of goals, and engage in coaching and other training methods to maintain a high standard of customer service.

“The management control and review system that we are using is an intersection of meetings, reports and actions that standardize business and service process improvements over time at all levels,” Fremaux said.

Yet, the system and related efforts represent more than simply a set of management tools; rather, feedback on established standards can be used both as a self-motivating tool for individual employees and as a means for managers to highlight areas for improvement across the operation. “It’s not just about managers managing employees; it’s about all of us managing our overall work effort to sustain high performance. It’s as much employee-driven as management-directed,” added Fremaux.

“We are working with the Northeast Corridor Service Operations team to achieve

“customer-centric” service; enhanced product offerings; reduced trip times; and clean, reliable equipment.

These pillars of the NEC/*Acela* Service Improvement Program have contributed to the goals of growing incremental revenue and

Product-Focused Service at Center of Reorganization

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customer satisfaction,” said Kevin K. Scott, chief of staff and operations support.

“We’ll be evaluating the success of these new initiatives on a daily basis,” added Scott. “It’s important to look at what you’ve done each day and determine what worked and what didn’t so you can adjust your plans, if necessary, to ensure that you’re delivering the best possible product to the passenger.”

Some passengers may have already experienced one of the new product-focused enhancements in customer service. In an effort to quickly address customer service issues and take corrective action to fix problems, the company has replaced the old Tivoli® Customer Relations tracking database with a new system called Remedy®.

Launched on May 14, the Remedy system works very simply: when a passenger makes a call to the toll-free Amtrak line, a customer service representative in the Philadelphia call center keys in information about the complaint, commendation or other feedback into the system. Depending on the circumstances, information will be routed to operations management or mechanical personnel via e-mail, which will allow personnel to see not only the customer feedback, but how the company responded to it. This same process occurs for customer letters and e-

mails, which are handled by Customer Relations in Washington, D.C. The Finance department’s Refunds group will also have access to this system to automate refunds when appropriate.

According to John Wojciechowski, director of the Office of Customer Relations, Remedy is more user-friendly and has greater versatility than Tivoli. “Based on feedback from field management, the new system provides more of the information needed to both reward great service and identify areas to improve service. Moreover, Tivoli sent notifications whenever compensation was offered, whereas Remedy sends the information based on the nature of the customer complaint or praise.”

Organizational Shift

Since the goal of the Marketing and Product Management department is tying its promotions more closely with the product, some organizational changes were necessary. For the product management side, a new senior management structure was created and includes route-specific regional product management teams tasked with bolstering customer service and developing measures to track and report on service delivery. They are also directly involved with identifying and imple-

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Western Division Engineering Group Guided by Good Safety Practices

A specific guiding principle drives employees of the Western Division Engineering group throughout the workday: returning home in the same condition



Photo: Abel Hayes
Maintenance of Way workers (L. to R.) John Powers, Mark Paguirigan and Reggie Hawkins at the 8th Street Yard in Los Angeles perform maintenance on a switch frog.

in which they left. They have had great success in doing so, as the group has worked more than three years without an FRA-reportable injury.

The 46-person group includes 13 management and three administrative personnel and 30 craft workers who all actively promote workplace safety.

The employees at the Los Angeles yard, including track workers, carpenters, electricians, sheet metal workers and pipe fitters

work around heavy equipment and live tracks on a daily basis, putting them in direct contact with potential hazards.

Division Engineer Harry Steelman said that sustaining the group's safety achievement is not complex. By staying focused on the tasks at hand and being aware of their work environment at all times, the group has managed to remain injury-free.

"There's nothing extraordinary that we do in our approach to safety; we just adhere to company and department guidelines by holding daily job and safety briefings as well as regular safety meetings," he noted. Those practices, according to Steelman, are what gets employees home safely each day.

Working closely with the Los Angeles Safety Committee, the Engineering group regularly stresses the importance of safe work habits.

"Everyone is working to ensure that their co-workers don't get hurt — that's their reward," said Steelman.

Harrisburg, Lancaster Station Employees Recognized for Safety Accomplishments

Customer Service employees at both the Harrisburg and Lancaster stations in Pennsylvania are being recognized for achieving significant safety accomplishments.

While Harrisburg station Customer Service employees have not had an FRA-reportable injury since Oct. 11, 1998, employees at the Lancaster station have been injury-free since Jan. 1, 1990.

With a total of 20 station employees, the personnel work hard to ensure that the needs of passengers are taken care of and the premises kept in excellent shape. Some of the many duties they perform include cleaning the station, all ticketing and reservations functions and assisting passengers with luggage.



Harrisburg Station Customer Service employees actively promote workplace safety. (L. to R.) Linda Garrity, secretary; Rich Esposito, district manager stations; Pam Albert, baggage/cleaner; Mike Flaherty, lead baggage; Cindy Chango, baggage/cleaner; Jim Carey, lead ticket agent; Kris McCamant, ticket agent; Jeff McClain, baggage/cleaner and Holly Gattone, ticket agent. Station staff not shown in the photo include Ticket Agents Joe Godbout and Debbie Rodriguez, Baggage/Cleaners Angelo Rodriguez and John Livingston and Operations Supervisor Gary Patterson.

Both operations are supported by the Keystone Safety Committee, a joint craft and management committee that works to promote safety awareness, reduce injuries, eliminate workplace hazards and improve working conditions. Safety awareness is also supported through employee and manager briefings, safety alerts and postings, and periodic employee recognition events.

According to District Manager, Stations Rich Esposito, the main reason these two locations have been injury-free for an extended period of time is that the employees understand the importance of working safely and the respect it brings to the workplace. Esposito noted, "they work together and they help each other out when needed. They're a great team, they work hard and, more importantly, safely."



Diesel-Powered Rescue

In a simulation, 12 bi-level New Jersey Transit cars and two locomotives were successfully "rescued" from tunnels in New York and New Jersey recently, as the Engineering department utilized a diesel locomotive to pull the cars from tunnels.

Aided by four giant 500-horsepower Weehawken ventilation fans (pictured above), each weighing 23,300 pounds and standing 63 feet tall, the rescue included air quality monitoring conducted by the Environmental Health and Safety department. The methods used in the drill will be implemented in cases when catenary power is down for a period longer than 45 minutes.

Front-Line Employees Recognized for Outstanding Service

While meeting with Amtrak staff last month in Harrisburg, Pa., members of the Amtrak Customer Advisory Committee announced the spring winners of the Customer Service Awards, which are presented to front-line employees twice a year for demonstrating excellent customer service.

Three sleeping car attendants were recognized for their superior customer service. *Capitol Limited* Sleeping Car Attendant Lou Drummeter received high marks for his consistently upbeat, enthusiastic and positive attitude. "Numerous times during the trip, he came to our room and asked if we needed anything. He kept us well supplied with water, postcards, fresh towels, and the morning newspaper, apprised us of our progress along the way, and took our dinner reservations. Clearly, we were his guests, not merely passengers," said his nominator.

According to one ACAC member, *California Zephyr* Sleeping Car Attendant Roy Thompson was selected because, "He never wavered in his attempt to ensure that his passengers were having a positive experience. He also demonstrated tremendous patience dealing with very difficult situations. He never lost his sense of humor and was

unfailingly polite for three days as he dealt with a passenger who insisted that all stops should be smoke stops. His patience in dealing with this situation was remarkable."

Making passengers' journeys memorable, Sleeping Car Attendant Madrid Cruz demonstrates patience, cheerfulness and a knack for anticipating their needs. Cruz was highly commended by his nominator, who stated, "Having happy employees on board like Cruz, who constantly strive to do much more for passengers than expected, reflects so well upon Amtrak."

"Conductor Shawn Klimpel is a fine example of what I think the communication skills of conductors should be," stated another ACAC member. Klimpel was recognized for his outstanding communication skills and the manner in which he presents information — enthusiastically, appropriately and with humor — "and customers really appreciate it," the nominator added.

While working at the North American Rail Desk at the Mid-Atlantic Reservation Sales Call Center, Reservation Sales Agent Michele Monk really made a lasting positive impression on her ACAC nominator. In the nomination, the ACAC member wrote, "Wow! Clone

this gal! She is great! Friendly, cheerful, and understanding with a can-do attitude! Nothing was too much for her. And to top it off, she thanked me for my business and told me if I ever needed additional help to simply ask specifically for her."

An ACAC member also spoke highly of Portland Station Red Cap Frank Lohr. When describing his performance, the nominator wrote, "Frank truly takes the concept of customer service to an exceptionally high level. He displays unwavering sensitivity and awareness of passengers that need extra help and always acts accordingly."

ACAC is comprised of 23 volunteers who travel extensively by train, representing the needs and concerns of the traveling public to Amtrak's management. Recognizing employees who deliver outstanding service is an important and rewarding function for ACAC members.

"This program is a model for recognition of the many fine customer-focused employees that staff our call centers, stations and trains each and every day" said Kevin K. Scott, chief of staff and operations support. "I look forward to the nominations each year."

Product-Focused Service at Center of Reorganization

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menting tools to expand the financial performance of both corridor and long-distance routes.

To improve route and product oversight and marketing, four new senior management positions were created, including three senior director, Product Management positions — one each in the West, Central and Eastern regions, and one chief, Product Management position. The senior directors will each have two directors within their region responsible for up to four customer service managers.

To complement the product management changes, the marketing group has consolidated its advertising and marketing efforts under national marketing programs to improve consistency in its customer communications.

Further, the department adjusted its field marketing resources to improve the focus on product delivery. The changes, which are headcount neutral, include the consolidation of all travel industry account management, sales support and industry-related marketing. In addition, field marketing staff will now work more closely with the company's state partners, convention and visitors bureaus, regional tour

operators and grass roots marketing campaigns. Finally, the E-Commerce group was integrated with the Sales Distribution and Customer Service departments to leverage technology and customer knowledge across the organization.

This change in focus will also more closely link the Marketing and Product Management department with the divisions and other departments to increase revenue and ridership. Working with the Finance and Planning departments, the group will establish consistent route performance metrics to measure the success of any product improvements. With



Conductor Shelley Forbes-Eford assists a passenger boarding at Washington Union Station. A key element of the product-focused reorganization effort is the coaching, training and development of on-board and station staff.

Transportation and Mechanical, efforts will be focused on optimizing service planning and delivery.

The department will also work closely with the Strategic Partnerships and Business Development department to ensure that local priorities are addressed and to

capitalize on local knowledge and expertise. Moreover, since OTP is a critical component of these new initiatives, the Strategic Partnerships and Business Development department will continue to work with the freight railroads to improve on-time performance throughout the system.

P R O M O T I O N S I N M O T I O N

Natural Resources, Baseball Center of Summer Promotions

Summer vacationers may take advantage of two popular destinations sure to appeal to adults and kids alike as Amtrak, the Kissimmee Convention and Visitors Bureau and the Greater Miami CVB have joined efforts to promote travel to the Sunshine State.

The special offer — 15 percent off the best available fare through Aug. 30, 2008 — helps make Kissimmee, Fla., an affordable vacation destination. One of the most popular vacation destinations in the country, Kissimmee is just minutes away from Orlando, Walt Disney



World, Universal Resorts and other popular theme parks. The area also offers world-class fishing, golf and shopping. Miami boasts beaches, museums and its own collection of unique parks and attractions.

While tourists enjoy popular East Coast destinations, a promotion sponsored by Amtrak and the Oakland Museum of California features travel on *San Joaquins* trains to an exhibit entitled “Yosemite: Art of an Icon.”

To encourage travel on the *San Joaquins*, posters and rack cards at stations and on trains along the route promote the Kids’ Half Off fare for up to two children ages 2 through 15.

“Visiting the exhibit is a great way for folks to learn about Yosemite and promoting this gives us an excellent opportunity to let them know that they can take Amtrak to the park,” said Carol Shannon, director, West Marketing. Thruway motorcoach service is available from the Merced station to Yosemite and, according to Shannon, “it’s a great way to experience the park on an overnight or day trip.”

A different kind of park — the ballpark — is the destination in a special promotion between Amtrak and 1050 AM ESPN sports radio in New York. Contestants may enter online through the radio station’s Web site for a chance to win round-trip transportation for the contest winner and a guest to attend any Mets or Yankees away game in any Northeast Corridor city and hotel accommodations.

Improvements Yield Greater Efficiency at Mechanical Shop

continued from page 3
instead of one, installing 20 side-mounted circulation fans for added ventilation and adding more lighting to improve visibility. An old, unused wash house has also been renovated to store the switching locomotive, which frees up space at the shop.

In addition, the Material Control group installed 15 new kiosks for ordering supplies. When employees need a part, they can order the item at the kiosk and by the time they walk to the warehouse, it will be ready for pick-up. The kiosk also informs the employee if the item is out of stock and when it will be available at Brighton Park.

“Over 70 percent of the materials that previously required a hand-written

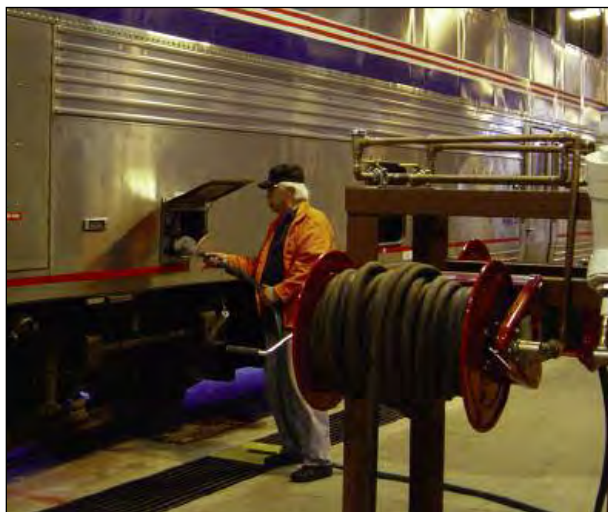


Photo: Sharon Slaton
Utilizing the new watering station built by Brighton Park Pipe Fitters Lee Jozwiak and Joseph Wojtak, Pipe Fitter Paul Gundberg adds water to a Superliner coach.

request are now ordered using the kiosks, reducing the amount of paperwork for supervisors to complete and delivering the supplies to employees faster,” added Burton.

Trains Make Wishes Come True



Photo: Matt Sayles

Traveling aboard the Pacific Surfliner, Wish Kid Penelope meets celebrity Raven Symone of the Disney Channel TV Network, as part of the Make-A-Wish Foundation® campaign called Destination Joy.SM During the 14-day campaign, nine Wish Kids and their families traveled on the Pacific Surfliner from Los Angeles to Santa Ana, Calif., in a Superliner car completely wrapped in the Destination Joy theme. Amtrak also participated in wish-granting events held in Dallas, New York and Chicago.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries May 2007

BABIARZ, MARK
 BENJAMIN, RICHARD
 BURWELL-SELDON,
 GILDA
 CATHEY, PRISCILLA
 EDWARDS, TERRY
 FUNDERBURK, ROBERT
 GULLION, GARY
 HEMESATH, JOANN
 HEPNER, DANIEL
 JOHNSON, GENEVA
 KEOGH, PATRICK
 LINDER, LORNA
 MILLER, ALBERT
 MILLER, JODY
 MURPHY, LINDA
 PERDOMO, GONZALO
 PLZAK, HOWARD
 PUEBLA, GINA
 SHULTZ, WAYNE
 STRICKLER, MARY
 TARLOSKI, CHARLES
 THOMAS, MICHAEL
 TOLLIVER, MOSE
 WALKER, CHRISTOPHER
 WALLS, BRENDA
 WILLIAMS, FAYE
 WILSON, GREGORY

ALLEY, DANIEL
 AMMERER, WILLIAM
 BEDWELL, WILLIAM
 BOTOS, STEVEN
 BROOME, WILBUR
 BRYAN, WILLIAM
 BUTTERFIELD, ROBERT
 CANNON, EDWARD
 CANTY, LAWRENCE
 CAPOBIANCO, MICHAEL
 CASTLE, GLENN
 CHAPIN, SCOTT
 CHAWLUK, THOMAS
 CHELOTTI, MICHAEL
 CHESLOCK, RONALD
 CLARKE, RONALD
 COLES, BERNADETTE
 COWART, RUBY
 CRANE, SHARON
 CREGO, CAROL
 DAVENPORT, CHERIE
 DEARLOVE, JEANNINE
 DELLI PAOLI, VINCENT
 DEMOTSES, CARL
 DENARO, DAVID
 DONOFRIO, ED
 ELDEB, JAMES
 ESPOSITO, RICHARD
 FARRELL, RAYMOND
 FINNEGAN, THOMAS
 FLAHERTY, MICHAEL
 GAMEZ, JUAN
 GANTZ, JOHN
 GELNER, JOHN
 GIBLIN, JOHN

GLOVER, RAY
 HARTMAN, SHELDON
 HAUFMAN, LOUIS
 HOXTER, LOUIS
 HUGHES, CHESTER
 HUGHES, JAMES
 JAKOBSON, RICHARD
 JENKINS, ADELL
 KEYS, DAVID
 KUHN, KENNETH
 KYDD, LOGAN
 LEE, MICHAEL
 LEWIS, GEORGE
 LO, WING
 LOHR, FRANK
 LOMBARDI, JOSEPH
 LONERGAN, DENNIS
 LUCEY, PAUL
 MARTIN, ULYSSES
 MATTHEWS, BRENDA
 MC KENNA JR, WILLIAM
 MCBRIDE, RITA
 MCKAY, WILLIAM
 MILLER, THOMAS
 MILTON, OLLIE
 MITCHELL, LINDA
 MYERS, WALTER
 PETERSON, NANCY
 POTTINGER, IONA
 PRICE, HARRY
 PROCTER, WARREN
 RANDOLPH, SANDRA
 ROONEY, JOHN
 RYAN, EMILY
 SANDOVAL, HERIBERTO

SANTIAGO, PETER
 SCHLIENZ, PAUL
 SCHUELER, JEFFREY
 SENTENO, JOHN
 SHEPPARD, PEGGY
 SMITH, ALAN
 SONSINI, JOHN
 STELLER, BRADFORD
 STROWBRIDGE, CECILIA
 TOWNSEND, CHARLES
 TRICK, VERNA
 TRYON, EDWARD
 VALIANTE, VINCENT
 WARDEN, JAMES
 WELLS, LESTER
 WIGGINS, CAROL
 WILCOX, THOMAS
 WILKINSON, JOAN
 WILSON, JAMIE
 WILSON, SAMUEL
 ZAGORSKI, VINCENT
 ZDANCE, ROBERT

HENRY, WILLIE
 HESSE, ROSEMARY
 JENKINS, ORIE
 KETTERER, PETER
 KNAPIK, DONALD
 MASLANKA, WILLIAM
 MAY, BENNETT
 MCCLOSKEY, MARYANN
 MCCONOMY, ROBERT
 MILLER, LAVERNE
 MOORE, PATRICK
 NELSON, JOHN
 NIETO, KENNETH
 ORTIZ, MARIO
 PAPCUN, JOHN
 PROUDFOOT, ROBERT
 SINESI, PATRICK
 SMITH, DONALD
 TAILLON, CONRAD
 WALLS, PENNY
 WILSON, DOROTHY

35-Year Anniversaries May 2007

HARVEY, CAROLYN

Retirees April 2007

BOWIE, DIANNE
 BRENNAN, JOHN
 CHAMBERS, NORMAN
 CHRISTAIN, CHARLES
 DAVIS, JOSEPH
 DAVIS, MICHAEL
 FISCHER, WILLIAM

30-Year Anniversaries May 2007

ALBERT, DAVID
 ALFRED, MAE

FRONT LINE FOCUS

Dear Amtrak:

I wanted to send a note to tell you of the wonderful experience we had while traveling on Amtrak train No. 7 (*Empire Builder*) from Minneapolis to Shelby (Mont.). When my sister and I got on the train, our roomette was sparkling clean; our beds were turned down with bottled water and a cookie awaiting us.

The next morning, we had fresh coffee and water delivered to our roomette by our car attendant, Gul [Ashraf]. Gul was very accommodating and caring. He made sure there was a table available for us in the dining car for breakfast and lunch. When we told him we had not signed up for the wine and cheese get-together, he told us there was plenty of room and escorted us to the dining car.

When we arrived at our destination, he made sure our luggage was put on the platform for us and that we had all of our belongings.

We will definitely travel with Amtrak again.

Sincerely,
Empire Builder Passengers

Dear Amtrak:

This letter is to express my deepest appreciation to one of your employees at the Albuquerque train station. Larry Koletar extended to me the best customer service that I have ever received anywhere at any time in my whole life.

I arrived at the station to take the *Southwest Chief* from Albuquerque to St. Louis. To make a long story short, there was a miscommunication between myself and the call center ticket agent, and I was actually scheduled to be on the train that had left one day earlier.

Immediately, without hesitation, Larry went to work and squeezed me on board a train which already seemed filled to capacity. He went above and beyond for a customer who had made a mistake and was very much in need of getting home on time. This dedication to customer service is not common today and was absolutely incredible to me.

Sincerely,
Southwest Chief Passenger

New Quik-Trak Kiosk Wins Industry Award

Amtrak recently received the KioskCom Excellence Award for "Best Travel/Hospitality Deployment" for its Quik-Trak self service ticket machines at the KioskCom Self-Service Expo in Las Vegas.



The Quik-Trak machines are part of the company's third generation of ticketing kiosks. The second generation model has been in service since 1997. The new third generation machines are the result of Amtrak's need to replace outdated machines and meet Americans with Disabilities Act and security standards. Some functionality enhancements have been added to Quik-Trak, but many features remain in place to ensure customer acceptance.

To meet the ADA standards, Quik-Trak includes an EZ Access® device developed by the Trace

Research and Development Center at the University of Wisconsin-Madison. It features a headset adaptor to enable use by visually impaired customers and a debit card PIN pad incorporates the latest encryption standards.

Quik-Trak kiosks are currently available at larger stations such as Union Station in Los Angeles, Union Station in Chicago and Penn Station in New York. Two hundred second generation ticketing kiosks are currently deployed, but will be replaced with the new third generation machines by the beginning of August 2007.

Customer Service Improvement Plan

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several broad objectives," said Fremaux. "Using new metrics, short interval controls and management training, we aim to drive success through the effective use of these new tools." Lessons learned via MCRS will be used as a template for implementation across the system, creating a "culture of information sharing."

The company forecasts annualized incremental *Acela* ticket revenue at \$1.9 million, according to Fremaux, and annualized cost

savings in condemnation and shrinkage in food and beverage services at \$350,000. The projected total yearly benefit from the project is \$2.25 million, beginning in FY '08.

The benefits related to training and process improvements are more difficult to quantify but are expected to be significant to the corporation, particularly as the lessons learned from the NEC/*Acela* implementation are carried throughout the system.

"With this approach we will provide a structured, disciplined method to develop the

management and measurement capabilities required to sustain high performance in the Northeast Corridor customer service operation," noted NEC Service Operations General Superintendent Lenore Slimbock. "Ingraining these business practices is essential to establishing and sustaining an organization that delivers consistent and high quality service to its customers on a continuous basis."

Best Ridership and Revenue Numbers

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dors that didn't experience more frequencies also did very well. The popularity of some services in the Midwest was evident, considering the increase in passengers aboard trains like the *Pere Marquette* and the *Blue Water*. Amtrak *Cascades* and *Pacific Surfliner* trains also performed well versus last May.

Overall, long-distance services closed May with a 4 percent increase in ridership and a 3 percent rise in ticket revenue over May 2006. Among the top performers were the *Empire Builder* (up 11.5 percent in ridership, 17 percent in revenue), the *Southwest Chief* (up 15 percent in ridership, 12.5 percent in revenue), and the *City of New Orleans* (up 3 percent in ridership, 7 percent in revenue).

Fiscal year to date through May system-wide ridership was 5.5 percent better than the same period last year, while ticket revenue jumped 11 percent.

Summer Track Work Affects California Zephyr Travelers

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face delays through the work zone due to speed restrictions and congestion. And, this would continue much longer than the 18 days that the track is currently scheduled to be out of service. By shutting down the railroad, the gangs can restore the railroad in a fraction of the time, mitigate prolonged delays and allow our trains to return to normal operating speeds much sooner."

Over the past several years, the railroads have switched from individual work gangs to "super gangs," involving dozens or hundreds of workers with numerous track machines. These super gangs can achieve much greater productivity when allowed complete occupancy of the track to work unimpeded. The savings to the railroads are substantial, as the super gangs can cover many more miles of track than smaller gangs.

"We've seen this trend for the past few years on various routes, including the BNSF *San Joaquins* line, CSX projects in the Southeast and Norfolk Southern in Alabama and Mississippi," said Ben Cornelius, senior director, Network Scheduling. "In fact, this process is used on our own Northeast Corridor, but we usually have the advantage of per-

The re-routed *California Zephyr* will follow a portion of the historic transcontinental Union Pacific route that was completed in 1869, and offers views of broad vistas, wildlife and high plains.

forming work on multi-track territory, unlike the single mainline track that serves the *California Zephyr*. If we need to close one track for maintenance, trains can operate on another track."

In addition, Amtrak and Union Pacific have agreed to temporarily add approximately three hours to the trains' schedule primarily

Amtrak Named Best Dressed in Transportation

During a brief ceremony at Washington Headquarters earlier this month, Vice President, Transportation Richard Phelps (center) accepted the National Association of Uniform Manufacturers and

Distributors (NAUMD) 2007 Image of the Year Award on behalf of Amtrak as NAUMD President, Secretary and COO Richard J. Lerman (L.) and All-Bilt National Sales Manager Dan Balzofiore look on.



The honor, which designated the company as the "Best Dressed in the Transportation Field," is jointly shared by Amtrak and uniform manufacturer, All-Bilt Uniform Fashions, which supplies the company's uniforms.

The 29th annual competition saw the highest level of participation ever, with 120 entries and a much more stringent judging process, including a cross-section of designers, journalists and fashion industry executives.

between Salt Lake City and Emeryville, Calif., to help address the chronic delays caused by track work, freight congestion and slow orders that have plagued the *California Zephyr* over the past few years.

The agreement calls for all of the added running time to be removed in increments, as UP completes its track work over the next three years. During this time, UP has committed to significant on-time performance improvements for the *California Zephyr*. On-time performance in FY '06 was 6.9 percent, and for this fiscal year through May, more than 50 percent of the *California Zephyr* trains arrived at their endpoint more than four hours late.

The adjusted schedules — not to be confused with the start of the re-route — begin June 21, as UP performs track work to restore the railroad to the capability of meeting its contractual service obligations to Amtrak.

A communications effort is underway to ensure that passengers are aware of these upcoming service changes. At the call centers, reservation sales agents are calling passengers who have booked tickets; passengers who are not reached by phone will be sent an e-mail, if an address is available.

In addition, signs will be posted at stations and flyers will be distributed to passengers at stations along the route and several other routes that allow passengers to make connections in Chicago to the *California Zephyr*. Station employees and on-board crews will make announcements, and a news release will be issued.

A Monthly Publication
for and by Amtrak Employees

A M T R A K

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Volume 12 · Issue 6 · July 2007



June Yields Highest Ticket Revenue on the Record Books

If May's record-high ridership and ticket revenue figures were impressive, June's results were even better, ending the month with the highest ticket revenue month in Amtrak history. June also served more people per day than any other month, as average daily ridership grew to approximately 76,381 in June compared to 74,052 trips per day in May; about a 3 percent increase.

Thanks to the patronage of 2.3 million passengers, Amtrak carried 5 percent more passengers and generated 7 percent higher ticket revenue than last June, and performed better than expected with 2 percent more riders than budget and ticket revenue 1 percent ahead of budget.

With just three months left in the fiscal year, the results help steer the company toward posting its fifth consecutive year of record-high ridership and generating approximately 10 percent more ticket revenue than last year.

As with past months, the June results were driven by outstanding performance of the *Acela Express* service. The month closed with 11 percent more passengers and 14 percent ticket revenue growth over

last June. A number of factors have led to the growing popularity of the Northeast Corridor's premium service, including faster service and improved customer satisfaction. Successive television advertising campaigns and the fact that air shuttle on-time performance is in the mid-70s range — compared to *Acela's* near 90 percent on-time performance — are factors that attract customers to the service.

"As we continue to reach sell-out conditions on the most popular *Acela Express* departures, we anticipate the rate of growth to slow a bit in the coming months. We still anticipate significant increases, but we don't expect to see the 20-plus percent growth we experienced earlier in the year due to capacity limitations," said Vice President Marketing and Product Management Emmett Fremaux.

Outside of the Northeast Corridor, state-supported services outperformed last year with 7 percent increases in ridership and ticket revenue. While some of those increases are attributed to new services that began earlier in the year, a number of routes that were not expanded

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FY '08 Plan Targets Areas for Improvement

The board-approved FY '08 plan sent to Capitol Hill last month includes actions intended to position Amtrak to meet expected growth in the demand for intercity rail.

Building on the strategic initiatives first outlined in 2005 and solid FY 2007 performance to date, Amtrak also expects to continue to reduce its required federal operating support by increasing ticket revenue, reducing core expenses and operating more efficiently next fiscal year.

The plan identifies a number of areas for targeted improvements — financial, trip times and on-time performance, long-distance service, corridor service, equipment and infrastructure, safety and security, and labor flexibility — which are supported by a set of specific action plans. Amtrak has outlined a set of specific quantitative performance metrics by which it will measure progress against these goals and action plans.

The company's financial goals center on decreasing federal support for operations, achievable in part by increasing ridership and ticket revenue without increasing the net oper-



Photo: Todd Stennis

Central Division General Superintendent Don Saunders greets visitors aboard a Lincoln Service preview train at the Alton, Ill. station last October. The company's strategic vision includes increased frequencies on state-supported routes.

ating loss, utilizing tactics such as improved revenue management. Amtrak aims for a 6 percent increase in ticket revenue across the system in FY '08, and 5 percent growth in the Northeast Corridor (over FY '07).

Growth is also expected to come from adding capacity to current services, such as putting 17 *Acela Express* trainsets in revenue

service; two more than the 15 currently scheduled. Anticipating increased investment by states in existing rail corridors, Amtrak also expects to increase frequencies on state-supported routes. To that end, the company will continue to focus on developing collaborative partnerships with state departments of transportation, leveraging its experience and expertise to drive future passenger rail strategy.

As part of continued efforts to improve the efficiency of operations, Amtrak will implement and expand several specific programs. Examples include Reliability Centered Maintenance, which helps cut maintenance costs and improves the availability and reliability of equipment. In addition, the deployment of additional Quik-Trak kiosks and implementation of a ticketless pilot program on select state corridors are expected to reduce costs and improve customer convenience.

As evidenced by the impressive performance of *Acela Express* service — ridership and

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T R A I N O F T H O U G H T

While most people regard the summer as a time for rest and relaxation, many of our services kick into high gear. While we typically see a dip in business travel during the summer months, many of our services — particularly our long-distance trains — see ridership increases.

Sleeping car accommodations are selling well so far this summer; we did 2.3 percent better than last year in ridership and generated 8.5 percent more in ticket revenue in June. As I write this, our advance bookings for sleeping car accommodations in July and August are ahead of last year, which is a very good indication of things to come.

Whether taking a day trip or making the train trip a key part of their vacation experience, our customers expect the best from us. Vacations make for long-lasting memories and we must strive to make each and every one of our passengers' recollections of their time with Amtrak — from the first to last point of contact — positive and enjoyable. Think of your own plans for vacation and treat our customers as you'd expect to be treated.

Our summers are not without unique challenges. As many of you know all too well, this is also the season for host railroad track work and slow orders in particularly hot weather, both of which result in service disruptions and delays. I know that these operational issues can be very trying and can take a toll on our crews — but that's when the great distinguish themselves from the good. I read letters from our customers, and time after time they tell us that a delayed trip was made enjoyable as a result of the positive attitude of the crew and regular announcements about the nature of the delay. We have a lot of talented employees who give it their all and our passengers take notice — and so do I.

If you're a front-line employee, don't underestimate the power that your own demeanor has on the customer. An upbeat, professional attitude turns first-time riders into repeat customers and I'm counting on everyone — from mechanical, to ticket agents, to red caps, to on-board crews — to make that happen.

On another note, I want to give you a quick update on the legislative end, since a number of House hearings dedicated to Amtrak have taken place this summer. Both the House and Senate Appropriations committees have settled on their respective funding levels for next fiscal year; the House committee approved \$1.4 billion, the Senate \$1.37 billion. In addition, per our recommendation, both the House and Senate provided



Alex Kummant

funding to states for corridor development of \$50 and \$100 million, respectively. At this point, it's not clear whether the bills will be finished before the August recess, which means that we won't know the final amount of federal support available in FY '08 until after Labor Day.

One last note about the summer — this season can bring record temperatures. Regardless of your duties at Amtrak, make sure you're staying properly hydrated. Dehydration can occur quickly and result in a safety hazard for you and your co-workers. You've been doing a great job of staying safe so far this year, and we all know that safety doesn't take a vacation, so keep up the good work.

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Amtrak Ink

Vol. 12, Issue 6, July 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Correction:

Last month, we misidentified the department involved in utilizing a diesel locomotive during a tunnel rescue simulation. It was the Transportation department that carried out the task. *Amtrak Ink* regrets the error.

Transportation Managers Undergo ADA Training

Transportation department supervisors and managers are currently undergoing training to enhance their ability to assist passengers with disabilities. The program is one element of a three-part training initiative — “Service Excellence: Transportation Department Supervisors’ Workshop IV” — to improve overall customer satisfaction and service delivery.

In addition to instruction on leadership and problem solving, participants review case studies related to the Americans with Disabilities Act and assisting passengers with disabilities. The Americans with Disabilities Act, or ADA, is a federal law that requires that transportation services, programs and facilities are made accessible to individuals with disabilities, including people who use wheelchairs. The ADA training seeks to provide supervisors and managers with practical tips, generate discussions and share solutions to problems and situations experienced by persons with disabilities.

“The training raises awareness of the basic needs of passengers with disabilities and stresses the importance of compliance and good customer service to save Amtrak money and time, and increase productivity,” said Ron Robusto, senior director, System Operating Practices.

The ADA training component reinforces the mandatory diversity training currently being conducted for management employees by the Business Diversity team, but also focuses on improving the service delivery to special needs passengers.

“We utilize actual scenarios and have the supervisors analyze the customer problem or experience, compare it against basic customer needs, and identify where these needs were not met,” Robusto said. “The managers develop plans on how to use this training to improve employee performance in providing service to our special needs customers.”

Amtrak’s goal is to make it easier for people with many different disabilities to travel independently, according to Dawn Marcelle, senior director, Dispute Resolution Office.

“Through this training, we’d like our supervisors and managers to coach front-line employees so they can handle situations that arise when passengers with disabilities have special needs,” said Marcelle.

All told, however, good customer service is good customer service, regardless of passenger characteristics.

“The training seeks to inform the participants that the same things that make for good customer service in other situations — flexibility, respect, good communication — are needed to handle customer service issues that involve passengers with disabilities,” Robusto said.

ADA Defined

Under the Americans with Disabilities Act (ADA), a person with a disability is defined as:

- *A person with a physical or mental impairment that substantially limits one or more major life activities;*
- *A person with a record of such a physical or mental impairment; or*
- *A person who is regarded as having such impairment.*

Maintaining compliance with ADA regulations is consistent with the Amtrak policy against discrimination and harassment. Policy 5.2.0 strictly prohibits discrimination and harassment based on a covered individual’s race/color, sex (including gender), religion, national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by law. The ADA’s provisions, and the Amtrak policy, protect the rights of Amtrak’s customers as well as its employees.

“In 2006, more than 248,000 passengers with disabilities traveled on Amtrak,” said Dawn Marcelle, senior director, Dispute Resolution Office, “so we understand that we owe it to this segment of our ridership to offer needed assistance in a friendly manner and to make it easier for them to enjoy train travel.”

Amtrak and CDOT Extend Shore Line East Agreement

The Strategic Partnerships and Business Development department and the Connecticut Department of Transportation have agreed on terms to extend the Shore Line East commuter rail service through June 30, 2008. Under the agreement, the state of Connecticut will continue to pay Amtrak for the direct costs of service operation, plus an access fee based on utilization of the Northeast Corridor regional rail system between New Haven and New London, Conn.

“Amtrak has been the state’s operator since the start of the SLE commuter rail service in 1990,” said Leonard W. Elwin, principal-commuter, Strategic Partnerships and Business Development. “During the next 12



Photo: Leonard Elwin

The Shore Line East, which carried more than 458,000 passengers last year, helps mitigate traffic congestion along the busy I-95.

months, CDOT and Amtrak will collaborate on a new multi-year access and operating agreement.”

The Shore Line East, which carried more than 458,000 passengers last year, helps mitigate traffic congestion along the busy Interstate 95.

The Strategic Partnerships and Business Development department serves as the company’s primary point of contact with commuter agencies and state transportation departments that operate commuter service nationwide. Amtrak commuter rail operating services contribute \$105 million in revenue each year, said Elwin, with an additional \$200 million received for commuter access agreements.

Engineering Department's Safety Efforts Lead to Fewer Injuries

A classroom safety training program first instituted by the Engineering department in FY '03 has been expanded to include a fourth module currently being held throughout the divisions. The program is credited, along with the adoption of the System Safety Plan and the implementation of cross-functional safety teams last year, with reducing the department's FRA-reportable injuries by 57 percent since its inception.

The fourth training module, called "Think and Be Safe (TABS)," also known as Phase Four training, is an eight-hour course that focuses in the importance of communication and mindfulness in preventing workplace injuries. The class, which includes Maintenance of Way managers, supervisors, foremen and employees, is centered on seven key principles:

1. Think about the repercussions of your action.
2. Think before you act.
3. Make thinking an ongoing process.
4. Think about the ratio of risk to reward.
5. Think about the impact on others.
6. Think about the reasons why "it can't happen to you."
7. Think about the warning signs.

ways to improve the course and saw the need to expand the number of people who received instruction," said Senior Director Engineering Development Bill Albritton. To date, 95 percent of Engineering department employees have participated in the training.

The initial classroom session in FY '03 was called "Engineering Manager's Program," also known as Phase One training. The four-day workshop included managers and supervisors and covered a wide range of topics around the central theme of "Safe, Reliable, Economical and Smart" work habits. Phase Two training, "Engineering Front-Line Leadership," held in FY '04, was a three-and-a-half day class with the same focus as Phase One, but aimed at the company's 800 foremen.



Photo: Robert Snow
Senior Director Engineering Development Bill Albritton leads a discussion about the importance of identifying and correcting workplace safety hazards. To date, nearly 95 percent of the Engineering department's employees have completed safety training.

"The Formula: Purpose Plus 3C (communication, collaboration and commitment) Equals Teamwork," or Phase Three session held in FY '05, brought together managers, supervisors and foremen and centered on defining safety roles and responsibilities. It also served to open channels of communication so that key messages were reinforced at all levels of the organization.

"There's a direct correlation between the reduction in injuries and the commitment of our employees to make safety their personal responsibility," said Albritton. "Their attentiveness toward safety at their respective work sites, combined with our efforts to provide regular training, has resulted in a significant decrease in the number of injuries," he said.

The Engineering department is currently planning a fifth module, which will carry the theme of safety, efficiency and employee involvement to the next level.

They were instructed in subjects like leadership and coaching to sharpen their communication skills, particularly in job safety briefings. Further, they were instructed about the importance of wearing the appropriate personal protective equipment and were introduced to six principles of safety:

- All injuries are preventable.
- All risk can be reduced or eliminated.
- Prevention of injuries and accidents is the responsibility of each employee.
- Effective training is essential for excellent safety performance.
- Safety is a condition of employment.
- Safety is an essential business element.

These principles became the foundation of Section 15 — the employee safety program — of the System Safety program.

The class underscores the importance of each individual's role in supporting safe work practices and offers participants an opportunity to hold open discussions on the topic.

In addition to written materials, a plastic wallet card which highlights the key points of the program and a "Year in Review" DVD, including safety messages and details of work that was completed over the past year, is distributed to all participants.

To enhance the program content, an 18-minute safety video, also titled "Think and Be Safe," is shown during the session. The materials help reinforce the importance of safety and support the company's commitment to providing an injury-free workplace.

The TABS session is built on the foundation of the three previous training modules. "As we completed each session, we identified

Engineering Department FRA - Reportable Injury Totals

	FY 03	FY 04	FY 05	FY 06	YTD 07 (through May 30)
Engineering Department	120	138	95	81	52

Maintenance Changes Enable Greater Availability for *Acela* Fleet

At a time of record-setting ridership, Amtrak's use of Condition-Based Maintenance (CBM) and its recent implementation of Continuous Maintenance have cut the amount of time the company's high-speed trainsets spend at maintenance facilities while increasing the availability of *Acela Express* equipment for revenue service.

For the past year, the company has been validating the maintenance requirements of its *Acela Express* fleet using Reliability Centered Maintenance (RCM) rules for CBM. RCM rules require that the tasks must both benefit the equipment and be worth doing based on the consequences of failure.

"We now have standardized procedures for performing regular maintenance which benefit the fleet by providing for a uniformly excellent result each time."

Ken Jacobs
deputy, Reliability Centered Maintenance

To better plan and schedule maintenance that is proven to be beneficial, the High Speed Rail group has shifted from standard 92-day maintenance to smaller, more frequent maintenance packages — a practice known as Continuous Maintenance. Prior to this shift, two *Acela* trainsets sent to New York's Sunnyside Yard and Southampton Yard in Boston every week took an average of 8.7 days to accomplish their 92-day maintenance requirements.

On-Train Cleaners Advance Service Goals

Since the advent of the NEC/*Acela* Service Improvement Program, *Acela Express* has experienced double-digit increases in both ridership and ticket revenue, culminating in 2.2 million passengers and \$139 million in revenue in June. In addition to customer-centric service, better products and reduced trip time, on-board cleanliness is a key goal of the program, resulting in the new En Route Cleaner Program along the Northeast Corridor.

Currently, seven cleaner positions are programmed daily to cover the mid-trip segment of every Boston-to-Washington-bound *Acela Express* train. Each of the uniformed train attendants are responsible for advising passengers upon boarding that the service is being provided; performing a walk-through to pick up loose trash and sweep carpets as needed; refreshing restrooms with soap, deodorizers and paper products, and removing and discarding trash at authorized stations.

Because these responsibilities represent a change in past job descriptions and assignments, the train attendants underwent an orientation program in late June in New York to review requirements, tools and equipment.

"The En Route Cleaner Program is a direct response to recent market research indicating that our passengers demand train travel that is convenient and personalized to their needs," said Lenore Slimbock, NEC Service Operations general superintendent. "Our response in return is to provide a clean and attractive train that meets those demands."

What previously encompassed 92-day maintenance is now broken into 12 smaller, weekly (and one weekend) packages of planned maintenance, which are now performed at all three of the company's High Speed Rail maintenance facilities, including Ivy City in Washington, D.C. The work is performed during regular Service and Inspection (S & I) checks, on the layover trainsets, or on weekends. This change allows the *Acela* fleet to be maintained in a higher average state of readiness, while increasing its availability for revenue service.

In order to communicate details and planning for High Speed Rail's Continuous Maintenance, a daily maintenance call is now scheduled under the leadership of Senior Train Maintenance Manager Mike McGaw. By planning and coordinating tasks on a daily basis, the High Speed Rail group better manages its workload.

Besides increasing the availability of the equipment, the new maintenance procedures have an added benefit. According to Ken Jacobs, deputy for Reliability Centered Maintenance, the RCM validation effort revealed the need for more consistency in the way maintenance was performed on the *Acela* fleet. "Before RCM, there were no standardized procedures for performing regular maintenance, so not only did each maintenance facility have a different approach to completing tasks, but often, different workers within the same maintenance facility had their own approach," Jacobs said. "We now have standardized procedures for performing regular maintenance which benefit the fleet by providing for a uniformly excellent result each time."

Jacobs noted that the next few weeks will provide a wealth of information about the overall success of these new initiatives. "As we move forward, we will examine what is working and what needs to be improved so that we can achieve the overall goal of providing more regular maintenance, enabling greater availability for the *Acela* equipment," he said.

June Ticket Revenue

continued from page 1

saw growth, such as the *Vermont*, *Heartland Flyer*, *Adirondack* and *Capitol Corridor* trains.

Overall, long-distance trains carried 1 percent more passengers (6 percent better than budget) and brought in 3 percent more ticket revenue (1 percent ahead of budget) than last June. While *Empire Builder* ridership grew 1 percent over last year, it generated 17 percent higher revenue, reflecting the value customers see in this premier service. Other trains reflecting steady growth included the *City of New Orleans*, the *Crescent* and the *Auto Train*.

Fiscal-year-to-date (October through June), the company was 5 percent ahead in ridership and 11 percent better in ticket revenue than the same period last year. That means that Amtrak trains served nearly 1 million more passengers and produced more than \$100 million in ticket sales so far this year, compared to the same point last year.

Colon Named APD Officer of the Year

In a July 17 ceremony at the Hilton Woodbridge Hotel in Iselin, N.J., Chief Risk Officer Jim McDonnell and Police Chief John J. O'Connor recognized 13-year veteran Alex X. Colon



as the 2006 Amtrak Police Department Officer of the Year. The 10-time Officer of the Month is also a recipient of a Silver Star medal, a Certificate of Achievement, the APD Five-Year Safety Award, a Distinguished Unit citation, and the Amtrak President's Service and Safety Award for Sustained Excellence.

His recent work on a Drug Enforcement Agency task force led to 79 arrests and the seizure of cash, real estate and vehicles valued at more than \$9 million.

Sleeping Car Passengers Receive First-Class Welcome



Photo: Sharon Slaton

Service Attendant James Zellner (L.) and Dining Car Steward Bill Weber put the final touches on the table settings before a stream of sleeping car passengers arrive at the welcome reception held aboard the Lake Shore Limited dining car.

The welcome reception offered to sleeping car passengers on the eastbound Lake Shore Limited only was instituted with the April schedule change when the train began departing Chicago at 10 p.m. Passengers may board the train as early as 8 p.m., and are treated to a selection of wine, cheese and fruit. "Typically we have about 50 passengers a day at the reception and they really enjoy it. It's a great customer service tool," stated Weber.

National Transportation Conference Builds Commuter Relations

Amtrak employees gather with state and commuter partners at the annual American Public Transportation Association (APTA) Rail Convention held last month in Toronto. The six-day conference is the largest and most significant commuter rail event in North America and provides an opportunity to showcase Amtrak as a leader in providing passenger rail and contractual services.

Pictured L. to R. Vice President Planning and Analysis Roy Johanson; Executive Director Northern New England Passenger Rail Authority Patricia Quinn, Assistant Vice President Strategic Partnerships and Business Development Gil Mallery, Deputy Commissioner New York Department of Transportation Karen Rae, Vice President Strategic Partnerships and Business Development Anne Witt and Assistant Vice President Strategic Partnerships and Business Development Drew Galloway.



Photo: Angie Starr

FY '08 Plan

continued from page 1

ticket revenue are up 11 and 14 percent over last June. On the Northeast Corridor, maintaining 90 percent OTP for *Acela Express* and 80 percent for *Regional* trains are key goals for FY '08.

Conversely, on-time performance over host railroad territory remains a major challenge. For corridor and long-distance routes, Amtrak will continue to engage its freight railroad partners in identifying remedies for poor OTP on a route-by-route basis. In addition, Amtrak plans to negotiate on behalf of states for improved on-time performance.

In addition to addressing the delays and disruptions that hinder the on-time performance of many long-distance trains, Amtrak is committed to continuing to improve the financial performance of the long-distance network. Specific steps include continued reduction in net food and beverage expense, improvements in equipment utilization, and evaluation of potential service restructuring options. In particular, Amtrak plans to test different service levels on certain trains, assessing the impact of both basic and enhanced service offerings.

Notwithstanding the preventive maintenance done on the fleet and the benefits of RCM, Amtrak's aging fleet is, or soon will be, in need of replacement. In FY '08, the company expects to finalize a fleet plan based on its future needs and structure an equipment acquisition and remanufacture strategy to support both replacement needs and expected future growth over the next 10 to 20 years.

The company also set goals aimed at preserving the safety and security of its employees and passengers in FY '08. Its employee safety goal is to reduce its FRA-reportable ratio to 1.9 per 200,000 man-hours, while cutting on-board passenger injuries to 2.0 per 100,000 train miles.

With respect to its workforce, Amtrak aims to create a work environment that yields workplace flexibility, employee engagement, negotiated increases in compensation and personal accountability. To that end, the company remains committed to reaching fair agreements with the unions that represent its employees.

Security Tips for the Busy Summer Travel Season

In the wake of recent terrorist events in Great Britain and the anniversary of the subway attacks of 2005 in London, employees are reminded to protect themselves and fellow employees by immediately reporting suspicious activities to Amtrak Police at 800-331-0008 or by dialing 911. The following tips are a helpful reminder:

- *If you see an unattended bag on a platform or any public area, leave it. Try to ascertain ownership. If no one claims it, report it immediately to Amtrak Police.*
- *Be leery of individuals waiting or loitering near unauthorized or restricted areas. Remember that criminals and terrorists often engage in surveillance before they attack. Observe where people are, when they are there and what they are doing.*
- *Be wary of vehicles stationed in unauthorized areas, vehicles stationed in one area for long periods, and unusual delivery vehicles.*
- *Suspicious objects should never be touched. A shipping box or carry-on bag may conceal an explosive or dangerous substance. Handling such an item might trigger an explosion or expose you and others to harmful substances.*

If you see something suspicious, do not assume that someone else has reported it. If you notice something unusual or out of the ordinary, report it immediately to Amtrak Police.

Employees Answer the Call to Military Duty

All across the country, regular citizens from all walks of life are fulfilling military obligations through their local National Guard units or a branch of the Armed Forces Reserve. Amtrak employees are also answering this clarion call to duty, temporarily leaving jobs ranging from human resources specialists to machinists. On the heels of the recent Independence Day observance, we salute these brave men and women hard at work protecting the nation.

In the event of a national emergency, employees who are called to active duty will be granted leave in order to fulfill their military obligations for the duration of the crisis, as documented in their military orders. In such instances, leave will be granted and employees will be reinstated to their previous positions; or if it does not exist, to a comparable position to the extent required by the Uniformed Services Employment and Reemployment Rights Act or other applicable laws.

Note: If you know of other Amtrak employees currently on military leave, please contact Human Resources so they too can be properly acknowledged.

The following employees are currently on military leave serving in the National Guard or Reserves:

Name	Personnel Area	Position
Vernon E. Allen	Union Station	Patrolman
Joseph C. Allione, Jr.	Amtrak Corporate HQ	HR Officer
Teri G. Kayati-Baines	30th Street Station	Principal Auditor
Robert Barben	Perryville M/W Base	Machine Operator
Gregory I. Bhola	Ivy City Maintenance Facility	Carmen Journeyman
Edgar E. Bingham	Boston South Station	General Foreman
Dana N. Bozeman	Chicago Offices	R & I Clerk
Martin E. Davis	Miami Mechanical Yard	Carmen Journeyman
David L. Dube, Jr.	Wilmington Shops	MW Repairman
Leo C. Farrell	30th Street Station	CHF of Party
Raymond R. Hyman	Ivy City Maintenance Facility	Machinist Journeyman
Andrew J. Mrozik	Chicago Locomotive Shop	Lg. Equipment Operator
Eric S. Peterson	Kansas City Maintenance Facility	Assistant Conductor
Andrew M. Rees, III	30th Street Station	Maintainer
Raymond C. Shafer	Wilmington Shops	Sr. Manager MTLCN
John D. Ware	Jacksonville Station	Conductor

Bay District's Attention to Safety Contributes to Reduction in Injuries

Bay District employees can be proud of a significant accomplishment, as many of its employees have worked more than nine months without an FRA-reportable injury. At press time, the district's 119 station personnel, 54 on-board service and six administrative employees had reached 312 days without a single reportable injury.



Photo: Anthony Chapa

Contributing to the Bay District employees' outstanding safety record is Ticket Agent Jim Adler en route to transport inbound passengers aboard the Capitol Corridor.

Many of the district's station employees have worked several years without an FRA-reportable injury. For example, Grand

Junction hasn't reported an injury since Jan. 7, 1993, while San Jose station employees have been injury-free since June 17, 1998. Merced station employees, including ticket agents and engineers, have not had an injury since July 2, 1998.

The safety accomplishment of Bay District's employees is a result of the group's diligence in correcting safety risks. Their success is due in large part to the work of both the Salt Lake City Employees' Safety Committee in the eastern part of the Bay District, and the Bay District Employees' Safety Committee, according to Superintendent Passenger Services Patsy Hall.

The Bay District Employees' Safety Committee, headed by Conductor Ray Belluomi, plays an integral role in the injury-free status of the group. "The committee is very active in identifying specific safety hazards and getting those corrected. They really reinforce safety and encourage employees to remain injury-free," said Hall.

The committee uses a number of tools to reduce workplace injuries, including conducting regular safety briefings and instituting a safety "Theme of the Month," which combined with the Pacific Division's "Safety Rule of the Day," helps

drive home the importance of preventing injuries. In addition, the committee issues a monthly newsletter dedicated to the topic.

The safety committee includes management and agreement covered-employees and has worked systematically to tackle potential safety hazards as they are spotted. In FY '06, the group identified several stations in need of lighting and security improvements and collaborated to fix those issues at the Sacramento, Bakersfield, Modesto and Merced stations.

Besides the effort of the Bay District Employee's Safety Committee, the involvement of the local community may also contribute to a safe working environment. With the assistance of the Fresno station employees, the Fresno Police Department established a police rest stop at the station, contributing to a significant reduction in vandalism and crime in the area. Because of the positive impact this has had on station safety and security, management and the Amtrak Police Department are working with other cities to boost police patrols and visibility at and around stations.

Hall credits the company's reduction in injuries to a collaborative effort between managers and workers. "All of our employees work so hard to actively promote safety and what we're seeing here is the reward for that. They really do a tremendous job," she said.

Junction Upgrades Eliminate Bottleneck for 10 Midwest Trains

Historically the Brighton Park junction, which serves eight Lincoln Service trains, two Texas Eagle trains, six Metra trains and nearly 100 freight trains a day, has been a major chokepoint in Chicago. But thanks to the collaborative efforts of Amtrak, Canadian National Railway, CSX Transportation, BNSF Railway and Illinois Department of Transportation, a new interlocking consisting of eight new crossing diamonds and numerous signals was installed, allowing trains to operate through the area at higher speeds. The construction, performed by each respective railroad, was funded by Amtrak and the participating railroads.

"With the completion of this project, which began about a year ago, freight trains can proceed through the interlocking at a maximum speed of 30 mph without stopping if the route is clear, and passenger trains can operate at up to 40 mph," stated Senior Director Corridor Development Mike Franke. In the past, all trains had to come to a mandatory stop at the crossing diamonds. If the route was clear, the train could then proceed at a speed not exceeding 10 mph.



Photo supplied by Mike Franke

During construction of the Brighton Park Interlocking, an assembly of eight crossing diamonds, totaling 260,000 pounds, is positioned into place with the use of several cranes.

P R O M O T I O N S I N M O T I O N

New Promotions Offer Benefits to Both Passengers and Employees

Beginning in the fall, a new partnership with GrandLuxe Rail Journey — formerly American Orient Express — offers luxury travel accommodations to Amtrak passengers at a non-luxury price. Called GrandLuxe Limited, the new service uses a separate, private, seven-car luxury train attached to several regularly scheduled Amtrak trains. The GrandLuxe trains feature dining, lounge and sleeping cars appointed with elegant vintage furnishings and will be occupied exclusively by GrandLuxe Limited passengers.



With more than 90 departures starting in November and continuing through the holiday season into January 2008, GrandLuxe Limited will be available on three major Amtrak routes. The *California Zephyr* between Chicago and the San Francisco Bay area, and the *Southwest Chief* between Los Angeles and Chicago offer three-day and two-night accommodations. The *Silver Meteor* between Washington, D.C., and Miami is available for two days and one night.

Eight additional two-day, one-night departures will be offered on four special itineraries: between Washington, D.C., and Chicago on the *Capitol Limited*; Denver to the San Francisco Bay area on the *California Zephyr*; Denver to Chicago on the *California Zephyr*, and Chicago to Albuquerque on the *Southwest Chief*.

The collaboration between Amtrak and GrandLuxe is an effort to increase ridership and introduce a new market to luxury train travel. The two- and three-day itineraries offer luxury travel at prices more affordable than the traditional GrandLuxe tours, which typically covers broader itineraries of seven to 10 days.

Prices for GrandLuxe Limited range from \$789 to \$2,499 per person. For more

information, visit www.GrandLuxeRail.com or call (800) 320-4206.

In addition to the GrandLuxe promotion, the summer also offers great deals for employees.

Key Holidays, a longtime provider of Amtrak tours on the West Coast, has produced a new West Coast Amtrak brochure, which was distributed to 36 Amtrak stations from Seattle to San Diego and as far east as Reno, Nev. "Key Holidays Independent Vacations Featuring Travel by Amtrak" features tours to the Grand Canyon, Yosemite, Hearst Castle, Santa Barbara, Monterey, Pacific Northwest, Reno and San Francisco.

Amtrak employees plus one guest may benefit from special agent savings of 15 percent off the tour portion. Contact Key Holidays at (800) 783-0783 for a free brochure or reservations.

Also for Amtrak employees, the Hyatt Regency Washington, D.C., is offering a special summer rate of \$99 per night between July 15 and Sept. 4.

Located a short, two-

and-a-half block walk from Union Station, employees can enjoy the convenience of easy access to all the attractions in the nation's capital. To reserve a room, call (202) 737-1234 and request the Amtrak employee rate.



F R O N T L I N E F O C U S

Dear Amtrak:

It is with great pleasure that I call your attention to the outstanding service my sons and I received from Mr. Alan Stark on the *Silver Meteor*, train 97. His professional demeanor and deportment reflected great credit on the entire Amtrak organization.

Not only did Mr. Stark answer my questions with the utmost professionalism, but he also gave us a brief escort and tour. Much to their delight, Mr. Stark took great satisfaction in showing the boys detailed features of the train.

Without a doubt, his efforts and kindness created a wonderful memory and an experience that we will never forget.

Sincerely,

Silver Meteor Passengers

Dear Amtrak:

Several times in the past year, I have had the opportunity to ride the City of New Orleans, trains 58 and 59, between Hammond, La., and Chicago. I have sometimes been lucky enough to have been on at a time when the dining car crew of Mr. Claude Mitchell was on board.

Mr. Mitchell's outgoing personality, wit, charm and sense of humor are all assets to Amtrak; in fact, they are treasures.

Not all your dining car crews are this way ... but this letter was written to be purely positive and a testament to the care and organization exhibited by Mr. Mitchell and the men and women of his dining car crew. They are the ones you can thank for bringing first-time riders back aboard and for making the Amtrak experience a good one for us frequent travelers.

Sincerely,

City of New Orleans Passenger

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

June 2007

CASANOVA, WALTER
CUNNINGHAM, GAIL
DEANGELIS, CHARLES
DELANO, THOMAS
JANNES, PHILIP
PHILLIP, BERNARD
PIKULAK, JOHN
SCHENKE, FREDERICK
SLIMBOCK, THERESA
UEZ, VERONICA
YOUNG, STEVEN

CHAPPELL, CALVIN
CLARK, HUEY
CLARK, RONALD
COX, ARTHUR
CRAVEN, WILLIAM
CRISCITIELLO, JOHN
CUNNINGHAM, FRANK
DELOUGHERY, DANIEL
DONOVAN, CHRISTINE
DURAND, MELVIN
DURIO, VAL
DUSCHENCHUK,
DOUGLAS
ERVIN, LYLE
EVANS, THERESA

FERNANDEZ, EMILIO
FICHTER, DONALD
FINLEY, LIONEL
FISHER, JACK
FLATER, SUZANNE
FOEHR, WILLIAM
FONSEMORTI, JOHN
FORTUNE, LEROY
FRYER, PAUL
GILBERT, GREGORY
GILLIARD, SANDRA
GLAVIN, THOMAS
GUMBS, EDGAR
GUTOWSKI, ROBERT
HAGGERTY, WALTER
HARRISON, ROBERT
HARTLEY, DALE
HASTEN, JOSEPH
HAYES, WILLIAM
HERNDON, EDWIN
HOLLOWAY, MARY
HOLMES, STEVE
HOOKS, FLOYD
HRABELSKI, WILLIAM
JACOBS, PAULETTE
JONES, ODELL

KAPLAN, PHILIP
KIRKEBY, CRAIG
KREBS, GEORGE
LAINE, ANTHONY
LECOMPTE, FARREL
LEE, TOMMY
LEONARD, MILFORD
LEONETTI, MICHAEL
LLEWELLYN, DAVID
LORD, MILTON
LUNDQUIST, VICTOR
MACK, MARTIN
MATHEWS, BONNIE
MC PARTLAND, FRANK
MCCORMICK,
GWENDOLYN
MCKINLEY, ROBERT
MEBANE, RICHARD
MECLER, STEPHEN
MERSON, CARL
MILLER, CHARLES
MILLER, WILLIAM
MITCHELL, GARY
NEE, MICHAEL
NICASTRO, ANTHONY
O'CONNEL, KEVIN
PELTZ, HAROLD
POIRIER, JAMES
RABBITT, MARTIN
RAMIREZ, ELLERY
REEVES, THOMAS
REGAN, KEVIN
REYNIER, JON
RICHARD, JAMES
RICHBURG, TYRONE
RIGGIN, WILLIAM
ROBINSON, ROBERT
ROTH, OWEN
RUPPERT, CONRAD
RYAN, ROBERT
SALES, JEANNE

SANDS, DAVID
SCHNEIDER, RICHARD
SEEM, RANDY
SHELBURN, DOUGLASS
SMITH, GEORGE
STULL, CHARLES
SZAFARA, MARK
TRUJILLO, RAY
TURNER, ELBERT
VENDETTI, MARK
VINCENT, RAYMOND
WALTERS, FORREST
WALTON, MANUEL
WEBB, KENNETH
WEBER, WILLIAM
WHITE, DALLAS
WINFREE, BELINDA
WOODWARD, ROBERT
WRIGHT, KENNETH
YOW, KENNETH
ZICHELLO, RONALD

35-Year Anniversaries

June 2007

BAKER, KATHRYN
BRESNAHAN, BRIAN
CRIMMIN, DONALD
DEELY, JOSEPH
GAMBREL, CAROL
LAPARDO, MARIA
SCHULTZ, JUDITH
VAN HOLT, NANCY

Retirees

May 2007

ACOSTA, ARTHUR
BLIXT, RONALD
CARPENTER, RONALD
CARR, DANIEL
CODDINGTON, INGRID
COLLITON, CONSTANCE

COLOMA, MELCHOR
CRONE, THOMAS
CRUZ, DAVID
CUCCI, MICHAEL
DAVIS, CHARLES
DENNIS, EULA
DONNELLY, JOSEPH
FEDASH, EDWARD
GOLEY, ROBERT
HAMMER, ROBERT
JACKSON, MARGARET
JARRETT, DWIGHT
KRAJCOVIC, JOSEF
LARSEN, JAMES
LARSON, HUGH
LEVINSON, KENNETH
LOTHROP, THOMAS
MARSCH, PATRICIA
MCQUINN, ROBERT
MORRIS, JAMES
NAGTEGAAL, MARC
NEDVED, MAUREEN
NIZOLEK, JOHN
RAMSEY, CLIFTON
RICHERT, HERMAN
RICKS, THOMAS
RIGGAN, EDWARD
RIVERA, ERNESTO
SANDOVAL, FILBERTO
SHOLLENBERGER,
KATHARINE
SMITH, JOHN
SMITH, MARVIN
SPENCE, FRANCIS
THOMS, KEVIN
TIMMONS, VINSON
WALKER, JOHN
WARD, ROBERT
WEATHERLY, LIONEL
WILLITS, JOHN
YOHLE, DOUGLAS

Summer and Fall Track Work Ensures Railroad of the Future

Track work across America's railways is about more than making a bumpy ride smooth. Renewing the tracks improves reliability and makes it easier for Amtrak passengers to get to work or visit friends and family. Although both Amtrak and its freight railroad partners make every attempt to minimize disruptions to passenger travel plans, service adjustments and/or schedule changes are often affected by track work, as described below.

- Through early October, certain *Acela Express*, *Regional*, *Vermont* and Springfield-New Haven Shuttle train schedules are modified due to Metro-North Railroad's track work on the Hudson Line and the New Haven Line.
- The Keystone Corridor Improvement Project, which involves rebuilding Tracks 1 and 4 between Paoli, Pa., and Philadelphia, will affect some Keystone trains between Harrisburg and Philadelphia. Track 1 work continues through mid-August; Track 4 work will begin mid-August and conclude mid-November. Some schedules have been adjusted to include additional travel time.
- The *Capitol Limited* is affected by two track work projects beginning in July, both of which add as much as 45 minutes to the schedules of Trains 29 and 30. Through Aug. 9, CSX is installing ties west of Harpers Ferry, W. Va., and Norfolk Southern is replacing the ballast deck on the bridge at New Brighton. The latter project begins in mid-July and continues through until the end of August. This project also affects schedules on *Pennsylvanian* Train 42.
- Through early October, several *Empire Service* trains are operating according to new schedules between Niagara Falls and

Schenectady, N.Y., due to track work by CSX Transportation. This track work will not affect service between Albany-Rensselaer and New York Penn Station.

- Beginning July 10 and continuing through August 8 — on Sundays through Wednesdays — *California Zephyr* Trains 5 and 6 operate on an alternate route between Denver and Salt Lake City due to Union Pacific track work. Trains 5 and 6 do not travel through the Rocky Mountains or follow the Colorado River; instead, they detour through southern Wyoming, affecting service on the following dates:

- July 10 and 11
- July 15-18
- July 22-25
- July 29-Aug. 1
- Aug. 5-8

To accommodate this project, service changes have been made that will affect passengers boarding or detraining at Fraser-Winter Park, Granby, Glenwood Springs and Grand Junction, Colo.; and Green River, Helper and Provo, Utah.

- Through Dec. 19, *Pacific Surfliner* Train 596 between Solana Beach, Calif., and San Diego terminates at Solana Beach at 12:11 a.m. on work nights — Sunday through Thursday due to the San Diego Northern Railway track work. Passengers traveling on the *Pacific Surfliner* who are destined for San Diego-Old Town and San Diego on scheduled work nights will be provided motor coach service from Oceanside to their destination. No motor coach service will be available from Solana Beach to San Diego-Old Town or San Diego.

Wanted: New ACAC Members

Do you know a frequent Amtrak traveler that might offer good customer service suggestions?

The Amtrak Customer Advisory Committee is currently recruiting new committee members to fill vacancies of six members whose terms expire in September. Established in 1997, the committee's purpose is to improve the quality of service from the customer's point of view, and provide an avenue for direct input to management about customers' perception of service.

The ACAC is currently seeking candidates in the Philadelphia or Boston area who travel on the Northeast Corridor and passengers who ride California's *San Joaquins* service. To maintain the committee's commitment to the diversity of passenger needs, ACAC invites candidates who use Amtrak for business trav-

el, vacation, and are students, seniors or people with disabilities.

Amtrak Customer Advisory Committee members are among the most active of the railroad's passengers. They are frequent Amtrak riders who commute daily between major cities on Amtrak or travel across the country several times a year. During each trip, members gather input from passengers about their experiences with Amtrak. In addition, each of the 23 volunteer members serves on subcommittees that focus on specific issues or markets.

Members attend two national meetings per year within the Amtrak system, as well as regional meetings.

Applications for ACAC membership must include: (1) a letter of interest explaining how the candidate's travel, customer, educational

and work experiences can benefit Amtrak and the committee's work, (2) a resume, (3) a list of the short- and long-distance Amtrak trips that the candidate has taken during the last 12 months, and (4) planned trips for the next 12 months.

Completed application packages should be sent by Aug. 1 to:

Kate Warr

Amtrak Customer Advisory Committee
900 Second Street, N.E., Suite 308
Washington, D.C. 20002

Fax: 202-408-8287

E-mail: acac@amtrak.com

All candidates will be given full and careful consideration based upon ACAC's needs for regional and demographic representation. Amtrak and NARP employees and their relatives may not serve.

A Monthly Publication
for and by Amtrak Employees

A M T R A K

ink

Volume 12 · Issue 7 · August 2007



Ridership, Ticket Revenue Continue to Break Records

Fueled by exceptionally strong *Acela Express* demand, July 2007 ended as Amtrak's highest ridership and ticket revenue month ever.

With 2.41 million trips and \$141.7 million in ticket revenue, system-wide service outperformed the same period last year by 9 percent and 11 percent, respectively. Collapsing airline services — in the form of cancellations, lost luggage and industry-wide poor on-time performance — also greatly contributed to record ridership and revenue numbers. The results also exceeded budgets in both categories by 6 percent and 4 percent.

NEC ridership in July was 11 percent higher than July 2006 and 12 percent above budget. Ticket revenue was 18 percent better than last year and 11 percent above budget — again triggered by a strong showing among *Acela* trains. The incremental demand for *Acela* is a result of better and consistent on-time performance, faster service, improved customer satisfaction, and the aforementioned poor air service quality. Recent air shuttle OTP in the Northeast remains in the low 70 percent range, versus a slightly less than 90 percent OTP for *Acela* in July 2007.

The recently introduced new *Acela* frequencies between New York and Washington — with only one stop in Philadelphia — carried 1,200 passengers, representing ticket revenue of \$165,000 for the three-week period beginning July 7. After adjusting for seasonality and diverted demand before and after the new trains, the incremental ticket revenue

impact of the new one-stop trains is tracking at more than \$2 million.

Regional trains also contributed to the NEC results, with a 4 percent increase in ridership over last year and an 8 percent increase in ticket revenue over July 2006.

On average, July 2007 ridership and ticket revenue for state-supported and other short-distance corridors grew 10 percent and 11 percent, respectively, versus last year, due, in part, to service expansions in the East, Midwest and West. Ridership in July 2007 totaled 1.1 million — 2 percent above budget. Ticket revenue for the period was \$31.7 million. Several routes, including the *Adirondack* and the *Heartland Flyer*, contributed to the positive ridership and ticket revenue numbers for the month.

July 2007 long-distance train ridership was 3 percent better than last year and 7 percent ahead of budget. Ticket revenues improved 3 percent over last year and slightly favorable to budget. The *Sunset Limited*, *Coast Starlight* and *Crescent* were among the standout services with positive ridership and revenue totals for the month of July.

FY '07 through July, Amtrak ridership of 21.3 million was 6 percent better than the same period last year and 2 percent ahead of budget. Ticket revenue of \$1.25 billion was nearly 11 percent better than last year and 3 percent better than budget.

Amtrak Invites Communities to “Civic Conversation”

Taking its Great American Stations initiative on the road, Amtrak held its first “Civic Conversation” last month at Denver's historic Union Station, where community leaders of the cities and towns along the *California Zephyr* route met with Amtrak officials to focus on improving rail stations.

An outgrowth of the Great American Stations Web site launched last December, the day-long workshop was designed to help steer communities toward resources and best practices for rail stations in need of upgrades or repair.

“While the majority of the 525 stations Amtrak serves are not owned by Amtrak — and their conditions vary widely — through the Web site and these civic conversations, we're helping communities identify possible funding sources and best practices, and provide important information about Americans

with Disabilities Act requirements,” said Joe McHugh, vice president, Government Affairs and Communications.

Stations are not only portals to rail travel, but also to communities. As such, communities large and small stand to gain from investing in their stations. “The evidence shows that a properly maintained and working railroad station is a significant economic asset to a community,” President and CEO Alex Kummant told the group of 60 participants including mayors, city managers and representatives of planning



Photo: Joe Rago
Alex Kummant addresses the meeting in Denver as the Great American Stations tour kicks-off.

commissions and departments of transportation from California, Nevada, Utah, Colorado, New Mexico, Iowa and Illinois.

As central components of America's downtowns, stations can serve as conduits for significant economic development. Unleashing their potential can lead to commercial and residential development and ignite economic activity that changes the fabric of a community — something to which Meridian, Miss., Mayor John Robert Smith attested. Smith described the steps taken to

T R A I N O F T H O U G H T

Summertime brings both opportunity and challenges.

On the opportunity side are the many vacationers opting for the train instead of high gasoline costs, heavy traffic and airport hassles. This seasonal surge gives us impressive load factors and can help our bottom line. Some of these passengers are new to Amtrak or haven't been with us for a long time. Clearly, there is an opportunity both to keep our loyal customers and impress the newcomers. Summer also brings some unique challenges that can put passenger satisfaction at risk.

Summer heat can mean slow orders that delay service. It's also track work season, which means host railroads dedicate days and weeks to upgrading their infrastructure. While we continue to work closely with our freight partners to manage and minimize the disruption to Amtrak trains, this can sometimes hamper our ability to deliver the service we promote. Many of you on the front lines know this from personal experience.

On the Northeast Corridor, our own Engineering crews have been working on our state of good repair. Amtrak crews have upgraded Track 2 of the Susquehanna River Bridge and are currently performing track work on the Keystone Corridor to improve ride quality and reliability for both Amtrak and SEPTA service. In Connecticut, work continues on the replacement of the Thames River Bridge draw span.

Summer can also be tough on our equipment and presents our mechanical forces with some major challenges. High temperatures can contribute to locomotive failure and, consequently, loss of air conditioning in addition to loss of propulsion.

But summer is nothing new, and there are some things we can do to make sure we don't disappoint our customers. On the engineering side, we must be sure we work safely and efficiently to minimize service disruptions. We need to respond quickly to C&S failures, track problems, bridge and tunnel anomalies and all other issues associated with our right of way and the dispatching of our trains. We can work diligently with our host freight railroads to ensure they are focusing on moving our trains fluidly over their railroads. Some observant freight railroaders realize that when Amtrak is on time, their freight customers are being well served, too.

Regarding mechanical challenges brought on by summer weather, we need to redouble our efforts to be sure we've done all we can to deploy



Alex Kummant

equipment in good condition that stands the best chance of providing safe, reliable and comfortable service. We simply cannot dispatch trains without being confident that we've minimized the chances of en route failures. I know this isn't easy, particularly in light of the fact that, as a 24/7 operation, Amtrak typically runs about 90 percent of its available equipment.

Our electric locomotives exceed 125,000 miles per year, far more than the commuters that also use the Northeast Corridor. Overall, our diesel locomotives average about 126,000 annual miles, more than any of the freight or commuter railroads, and our P-42 fleet taken alone runs an average of 165,000 miles per unit per year. All the more reason that we must focus on high quality mechanical work.

One last note about summer and safety — for those of you who work outside, the risk of heat stroke and dehydration should be taken very seriously. Please stay hydrated and watch out for warning signs of heat exhaustion. Our focus on safety is working, as evidenced by the numbers so far this fiscal year (through July): our FRA-reportable injury ratio is 2.1 against a goal of 2.8 and far better than the 3.0 at the same time last year. That accomplishment is a tribute to the work of our many safety committees, among others. Please keep it up.

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Vol. 12, Issue 7, August 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Editor's note: The following letter was submitted to Amtrak Ink by two former members of the company's board of directors in honor of Stan Bagley, who retired as chief operating officer in 2002. It is reprinted in its entirety.

Dear Amtrak:

We write in remembrance of our friend, E.S. Bagley, Jr. who died on July 15, 2007. Both of us knew Stan well from our time on the railroad's board of directors. During our tenure as chairman and vice chairman of Amtrak's board, we benefited from Stan's wealth of experience and commitment to excellence. Even in a place known for attracting dedicated employees, Stan was a unique presence.

Following his service in the U.S. Air Force, Stan joined the National Railroad Passenger Corporation in 1974. Graham Claytor, Amtrak's legendary president, and others in senior management, recognized Stan's leadership abilities and he was promoted to general superintendent of the Washington Division. With the development of the Strategic Business Units, Stan left for 30th Street Station in Philadelphia to become the NEC's vice president for Operations under George Warrington, and succeeded him as NEC president. In 2001, Stan became Amtrak's chief operating officer. He retired in 2002 after 28 years of outstanding service and advocacy on behalf of the men and women who make the trains run every day.

From the K interlocking in Washington to Chicago Union Station to the 8th Street Yards in Los Angeles, Stan knew Amtrak's operations intimately. No detail in the life of the railroad escaped his attention. He devoted himself to Amtrak and its employees - attending decades of milestone celebrations for many hundreds of people who worked with him. We always felt that in a very real sense, Stan regarded Amtrak as his extended family. We, therefore, offer all of you our condolences on the passing of this great Railroader.

Sincerely,



Tommy G. Thompson

Michael S. Dukakis



NEC/Acela Improvements Work Streams Moving Along

Since the advent of company plans to improve customer satisfaction through enhanced service, passengers along the Northeast Corridor have witnessed several changes in on-board benefits: at-seat cart service in select Business class cars, electronic credit card terminals for food and beverage sales, en route cleaning services, and new food and beverage amenities in *Acela Express* First class.

Amtrak is continuing to experience record ridership and revenue, largely driven by *Acela Express* ridership. This month, travel along the Northeast Corridor accounted for 856,091 passengers and \$68.1 million in revenue.

Led by the newly formed NEC Service Operations organization, which has direct accountability for NEC/Acela service quality, the customer-focused component of the NEC/Acela Service Improvement Program consists of three work streams: customer service, vendor management and performance management. Working with consultants from Celerant, each work stream has met its eight-week project milestones.

Customer Service

At the eight-week project milestone mark, the customer service work stream has designed a service delivery performance model that will soon be field tested as a pilot on a limited number of trains.

“A key element in improving on-board service involves engaging employees to not only offer improvement ideas, but also to focus on delivering service to our customers using our employees’ best customer service behaviors,” said Lenore Slimbock, NEC Service Operations superintendent.

“Accordingly, we have defined an interim process to capture data to support ongoing recognition and coaching of on-train crews in these behaviors. The observation and reporting process allows us to identify and reinforce the skills and behaviors we and, more importantly, our customers want in our service providers.”

Performance Management

The performance management work stream has identified customer-centric competencies and behavioral components and designed an observation, tracking and feedback process, which will be tested during a training pilot for supervisors on the employee review process that begins in late August.

This work stream, led by Paula Porter,

assistant vice president, Human Resources, has identified four specific categories of desired performance behaviors — safety, customer service delivery, teamwork and leadership, and financial compliance — that, when consistently practiced, will allow improvements in customer perceptions of the company’s service.

“Having these behaviors more clearly detailed will help supervisors coach and develop employees on their accountability rosters more effectively,” said Porter.

The work stream has also developed three new components: ongoing job-performance observation and coaching by managers; employee self-evaluation during the annual

and beverage managers.

“Their feedback allowed the work stream to identify problem areas and develop short interval controls for improved vendor process management,” said Hall, “and included service-level improvements ranging from greater consistency in on-time delivery of stock to trains to more accurate provisioning levels.”

Consequently, the vendor management work stream has now established seven new short interval controls, each of which bring visibility to issues and facilitate immediate corrective actions. Tied to these controls are key performance indicators that include start issue order accuracy, or the number of accurately assembled trains versus the total number of trains stocked; on-time data entry and accuracy; on-time delivery; provisioning accuracy; First class provisioning and product mix, and condemnation. As to the last item, a goal of the project is annualized cost savings of \$350,000 in condemnation and shrinkage.

New components of the Management Control and Reporting System (MCRS) will provide reviews and actions to drive performance. “This will provide visibility and credibility to food and beverage operations with tangible measures being reviewed at internal and integrated meetings,” Hall said.

What’s Next?

At press time, the project is being piloted on some *Acela Express* trains. Washington, D.C.-, and New York-based coaching and observation teams are observing *Acela Express* employees on these selected trains. After observing the *Acela* crews, the teams will rotate resources between *Acela* and *Regional* trains. The Project Management Office, led by Kevin Scott, chief of staff and operations support, will review feedback and make any necessary adjustments before starting full implementation with the re-launch of the pilot later this month.

Each of the work stream teams are now beginning work on completing the project’s Week 16 milestones, which include installing future MCRS elements, establishing vendor performance baselines, and finalizing a training map and performance management support process.



A service delivery performance model will be field tested on a limited number of trains. Delivering superior customer service will involve an observation and reporting process designed to reinforce the skills and behaviors demanded by passengers.

review process that will eliminate one-way communication and foster dialogue between supervisors and employees, and an improved annual review to create a customer service culture that fosters and recognizes high levels of performance.

“What gets measured gets done,” said Porter. “But, what gets rewarded and recognized gets done again.”

Vendor Management

The vendor management work stream, according to Senior Director, Operations Tom Hall, began by soliciting feedback from lead service attendants, customer service and food

Longtime Conductor Offers Assessment of Service Improvement Plans

From Penn Central to Conrail, Larry Tkachenko has been a conductor aboard Amtrak passenger trains for 34 years. Over the past three decades, this longtime employee and union official — currently he is serving as the legislative representative responsible for safety, security and regulatory issues for the United Transportation Union Local 1470 — has shepherded countless passengers across the rails to their destinations.

This wealth of experience makes him well suited to contribute best practices to the NEC-Acela Service Improvement Plan. One such simple, but effective, practice involves the proper placement of crew members along the platform to quickly direct passengers toward the cars of their choice, such as the Quiet Car,[®] Business class car, or Café car. Here he offers his take on how improvements in customer service add to the company's bottom line.

"Civic Conversation"

continued from page 1

rebuild that city's station in 1997. Today, the station is not only a transportation center for Amtrak's *Crescent* service and local mass transit, but also home to restaurants and offices that have stimulated \$120 million in economic development and anchored a revitalization of downtown Meridian.

The story behind the rehabilitation of Kansas City's Union Station provided the participants another example of how one community went about transforming a station into a multi-use facility, including a museum and Denver officials talked about their own plans for a fully developed intermodal hub.

As one of the participants put it, among the benefits of the forum was "realizing how important stations are to economic development." Describing the feedback from those in attendance, Great American Stations Web site Editor Suzi Andiman added, "I think they really appreciated having the opportunity to exchange ideas with us and their counterparts."

To help kick start the planning process, Amtrak is developing a set of tools that will help put communities interested in upgrading stations in the right direction. The tools will include prototypical plans for stations and design elements for ticket counters, waiting areas and restrooms. Amtrak is also offering assistance with navigating the complex requirements of the Americans with Disabilities Act; and a set of ADA-compliant signage specifications is currently available on the Great American Stations site. Amtrak's station development specialists are in contact with communities and are available to lend technical assistance or to simply answer questions.

"Without a doubt, participants at the Denver forum felt a genuine sense of excitement about the possibilities for their hometown stations," added McHugh.

The workshop in Denver was the first in a series of Civic Conversations to take place across the Amtrak system — plans for a winter workshop are under development.

The Web site — greatamericanstations.com — currently showcases stations along the *Empire Builder* and *California Zephyr* routes; the *Keystone Corridor* will be next.

What is your role in the NEC-Acela Service Improvement Plan and what do you think has been your most significant contribution so far?

I am still evaluating my contribution to the project, but my sense so far is that some of my suggestions have helped keep the project development in sync with our abilities to sustain its future efforts. So, we really need to design durability and simplicity into the process. This key assumption, I believe, will ensure a sustainable project model.

How does the proper placement of signage and positioning of crew members along the platform contribute to service improvements?

If you really are engaged in this passenger service work that we do, in a sense you become a behaviorist of sorts. I can tell you that, after loading thousands of trains over the past 30 years, I believe it's possible to predict the movements and triggers that people use to make their decisions during train riding and loading.

Verbal and visual clues always help, so more prompting is always the better option. Increased signage translates to actually increased communication and passenger contact. As an example, we are now considering a number of choices for Quiet Car decals, one of which is placed outside and above the train entrances, another set for the interior vestibule. Both sets would be visible to boarding passengers on the platform. This part of the plan is at the cost analysis phase at the executive level.

Train operation as a function requires that we deal with that most precious commodity: time. Any advantage that you can realize in this area will pay dividends later in the operations process.

How do you think on-train crews will react to the proposed changes in customer service – have you been able to gauge their reaction thus far?

I believe that every employee that decides to stay in our craft takes pride in his or her efforts by using their intellect, intelligence and, most certainly, their personality during the performance of their respective assignments.

I think we all instinctively want to do our best. And, we certainly want some recognition for a job well done. So, in addition to the customer-centric effort that's the heart of the overall effort, we are including meaningful employee recognition and development as an essential element of this project's success.

In the words of one respondent: "It's about time!" So, it's been mostly positive from the crew briefings that we have done.

I would also like to refer back to the project's design elements as a key to its success. The effort has to be sustainable, and it has to mesh with our existing operational realities and abilities. So, I think we have quite a bit of work ahead of us as we approach our 16-week project milestone.

I also think this process and focus will result in a better work environment for our train crews, and also result in a more consistent experience for our most important source of revenue: our passengers, who we all really work for.

A "One Company, One Team, One Approach" to Diversity

The next several years will mark a decided change in the makeup of American society. According to government statistics, 70 percent of new labor force entrants will be women and minorities by next year. And, by 2010, the U.S. workforce will see a 29 percent increase in the 45-to-64 age group and a 14 percent increase in the 65 and older age group.

Even Amtrak is not immune to these changing demographics. For example, roughly 1,800 employees will have more than 30 years of service in 2007, according to Lorraine Green, vice president, Human Resources.

The workforce of tomorrow must reflect these shifting dynamics — from race and age to other personal characteristics — in order to maintain a piece of the transportation market.

"The moral and social imperatives of diversity are undeniable," said Green, "but we've shifted the focus a bit to take a business-like approach that weaves diversity initiatives across the fabric of the entire company, whether it's Human Resources, Government Affairs or Marketing. It's cross-functional and cross-departmental."

Consistent with today's best-practice companies, Amtrak's holistic approach shares responsibility and assigns departmental accountability for diversity outcomes across all business units. A scorecard to measure diversity results is currently in the works.

"This is an ongoing company-wide effort to improve our representation numbers of women and minorities at all levels," said Elisha Lewis,

Human Resources manager. "We are one company, one team, one approach."

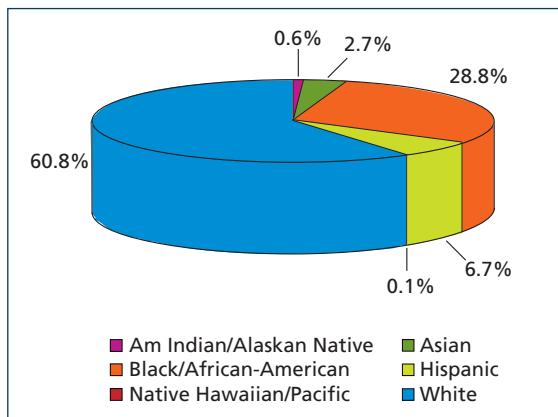
Another key element among best-practice companies is executive leadership who "get" the business case: diversity of people equals diversity of thought, bringing myriad new perspectives to developing new products or tackling age-old challenges.

"Our president and CEO, along with the board of directors, is very much involved in the diversity initiatives," said Green. "Our senior management has made a similar commitment."

Strong external partnerships are one more way that Amtrak keeps pace with the latest trends in corporate diversity. The company has or is considering forging relationships with such organizations as the National Council of La Raza, the

Congressional Black Caucus, and the National Association for Equal Opportunity in Higher Education, as well as a number of minority engineering organizations and other community-based groups.

Recognizing and responding to demographic trends, developing a business case, establishing a senior management commitment, and aligning with key stakeholders are essential elements to building a strong culture of diversity and inclusiveness. In the coming months, Amtrak Ink will report on a number of approaches, including an employee diversity council, a new and improved diversity Web site, and succession planning initiatives to increase female and minority representation at the senior levels.



Training Pays Off for California Zephyr Crews

California Zephyr Train and Engine and On-board Service crews were recently recognized for the outstanding manner in which they handled an emergency situation aboard eastbound Train 6.

Shortly before arriving at Denver on May 13, the crews learned that a man told other passengers he had explosives in his bag. Although his claim was later found to be untrue, employees took the necessary steps to safely evacuate nearly 140 passengers from the train.

At about 10 p.m., as the train traveled through a remote area of the Rocky Mountains in Arvada, Colo., about 22 miles west of Denver, the Jefferson County Sheriff's Office and the Arvada Police were called to the scene.

Based on their knowledge of the physical characteristics of the territory, Locomotive Engineer Kevin Utterback and Assistant Engineer Dave Zimmerman positioned the train at Blue Mountain Crossing, which they felt would be a more suitable site for passengers to detrain than other locations along the right-of-way. According to Emergency

Preparedness Manager Josie Harper, the engineers' decision to stop the train at that particular location was praised by the local police, as it provided them with access for vehicles and became a critical factor in their decision to evacuate the train.

Under the direction of Conductor Steve Aiken and Assistant Conductor Chris Nelson, the OBS employees worked as a team to efficiently and systematically evacuate the passengers. With the exception of Utterback and Zimmerman, who remained on the locomotive, the passengers and crew members were taken by bus to the Denver station and were provided refreshments as they awaited the arrival of the eastbound train.



The eastbound California Zephyr passing through spectacular summer desert scenery at Thompson, Utah.

After the local authorities found no explosives on board, the man who made the statement was detained for questioning and later released.

"The trainmen and the OBS crews were instrumental in keeping the passengers calm and collected under trying circumstances,"

Downeaster to Add Fifth Roundtrip

A fifth *Downeaster* roundtrip is expected to be a welcome addition to the popular service that runs between Portland, Maine and Boston, when it kicks off on August 17. The additional service will provide convenient evening departures for travelers spending the day in Boston or Portland.



The additional service was made possible by a track construction project completed by Pan Am Railways, as part of the Northern New England Passenger Rail Authority's

(NNEPRA) plan to expand *Downeaster* service. The project also yielded a five minute trip-time reduction, enabling trips between Boston and Portland in just under two-and-a-half hours.

"The fifth roundtrip offers convenient southbound and northbound evening departures — the southbound evening departure gives travelers the opportunity to make the most of a full day in Portland, which we anticipate will give our local tourism industry a boost," said NNEPRA Executive Director Patricia Quinn. The previous schedule's last departure from Portland took place at 3 p.m.

Quinn added that the new 11:20 p.m. departure from Boston will be well received by Red Sox fans and others headed north from Boston. "Whether you're a theater-goer or had to work late, getting to points north of Boston late in the evening is about to become a lot more convenient for many people," she noted.

In addition to the new 8:10 p.m. service from Portland, a new 5 p.m. departure gives customers a second weekend peak-hour option from Boston.

"None of this would have been possible without Amtrak," Quinn pointed out. "We saw the opportunity for growth and worked with Amtrak to determine how we could get it done — from maximizing our equipment pool to reaching a deal with our freight partner — they helped us accomplish what we needed to do to meet the needs of our market."

Both new weekday evening departures replace bus service that was put in place in anticipation of the completion of the track work. Funded by a mix of federal grants and state funds from Maine, the track project enables greater flexibility over the road with the construction of a new siding and crossover. In addition to upgrading five miles of rail in Exeter, N.H., the project involved the upgrade of a passing siding in Dover, the installation of a crossover in Wells, and construction of a new siding in Scarborough/South Portland.

Speaking to a group in Portland earlier this year, Amtrak President and CEO Alex Kummant hailed the *Downeaster's* success and called the company's partnership with NNEPRA and the state of Maine a model for other states that want to expand service.

According to Quinn, adding a fifth roundtrip is expected to boost ridership by 14 percent. The *Downeaster* service was Amtrak's top performing state-supported service in FY '06, with year-over-year increases in ridership of 23 percent and ticket revenue of 27 percent. Amtrak has operated *Downeaster* service on behalf of NNEPRA since the launch of service in 2001.

Engineering Expertise Generates Revenue in Southern California

Last month, North County Transit District (NCTD) awarded Amtrak a five-year contract to provide engineering construction management over the agency's San Diego Northern Railway, which serves the *Pacific Surfliner* service as well as Metrolink and Coaster commuter trains. The competitively bid contract began Aug. 1 and includes oversight and on-call engineering management of construction projects on the 60-mile stretch between San Diego and Oceanside, Calif. The Engineering team will manage NCTD's consultants and contractors and oversee railroad construction, including improvements to tracks, stations, signal systems, platforms, bridges and various utility crossings.

"In this competitive business, engineering consultants are typically chosen to manage large construction projects for public agencies here in southern California," stated John Eschenbach, senior project manager. "However, because of our knowledge of and experience in corridor operations, we can provide expert engineering management services and make real-time decisions that dramatically affect things like on-time performance, train schedules and quality of workmanship at a competitive price."



Photo: John Eschenbach

A Pacific Surfliner train passes through the construction site, where a pedestrian underpass is being built in Oceanside, Calif.

The Engineering team plays a key role in corridor development in this region by working closely with state and commuter partners and offering expertise in engineering services and construction management oversight. Since Amtrak entered into its first contract with NCTD in 2002 more than \$1 million in revenue has been generated.

"Ongoing railroad construction on the corridor between Los Angeles and San Diego has also allowed us to provide a unique value to our stakeholders, including the State of California, as well as generate additional revenues," said Division Engineer Harry Steelman. "Under the direction of John Eschenbach and his team of professionals, we can ensure the integrity of the host railroads infrastructure, have an impact on the on-time performance of our trains and maintain some control over the railroad we operate across, but do not own."

Contributed by John Eschenbach

New Program Blazes a Trail to Local Stations

By the start of the next fiscal year, approximately 5,000 new trailblazer signs will be made available to cities across the country to help direct motorists to stations in local communities. In addition, informational kiosks that display passenger information will be installed at 56 unstaffed stations, starting in September. Installation of the trailblazers and kiosks are a part of a multi-year capital project aimed at standardizing station signage,

staff and station managers work closely with city officials to have the trailblazers installed in their communities.

“The challenge for cities is producing correctly branded signs and the challenge for Amtrak is installing them at the many locations that are necessary to guide customers to our stations. Cities are better equipped to handle installation because they own the highway right-of-way and have crews that install the signs,” stated Program Manager, Station Operations, Baggage and Express Don Skinner, who spearheaded this project. Amtrak is providing each community with custom-made signs that are available in different sizes and designs appropriate for different types of roadways. Cities will provide the posts, mount the signs and install them at the locations that best meet their needs.

“While some people are familiar with the Amtrak brand, many are not, and others don’t even know that

a station exists in their community. By displaying trailblazers along the roadways, we can build awareness of our presence and let local residents know we’re in their town,” said Skinner.

Equally important to increasing awareness is providing a standardized kiosk to display passenger information at unstaffed stations. Standing approximately eight feet high and six

feet wide, the informational kiosks include three glass cabinet doors to display customer information, such as train schedules, service changes, company policies and marketing promotions.

“The long-term plan is to install kiosks at all unstaffed stations systemwide, where conditions permit. However, these units represent a significant investment so it will take several years to accomplish this,” stated Pat Willis, senior director OBS and Station Operations.

“Installation of these kiosks has been a goal of the corporation that has been planned over the past two years. I am pleased to see the launch of this new design come to fruition as it will serve the needs of our customers who board and detrain at our many unstaffed stations,” said Kevin Scott, chief of staff and operations support for Marketing and Product Management. “The installation of these kiosks is made possible through close communication and coordination between the Marketing & Product Management and Government Affairs departments to ensure that the local community and Amtrak’s interests are served and that our customers have the information they require.”

Residents and local officials in Toccoa, Ga., are anticipating the arrival of an informational kiosk to complement their recently renovated historic downtown depot, which houses the city’s Welcome Center, Chamber of Commerce, Historical Society and the new Currahee Military Museum. The kiosk is scheduled to be installed in time for their annual Currahee Military Weekend that will be held at the station in early October and is expected to attract thousands of visitors.



building awareness and promoting Amtrak service.

The trailblazers will be a new addition to some communities, while in others they will provide added directional signage. In some instances, they will replace existing trailblazers that are old, worn out or improperly branded. This project will also enable partnerships with municipalities, as Amtrak Government Affairs

Miami Crew Base

At a recent event, Miami OBS employees received accolades from the Southern Division management team for their safety achievement as the 300-member group marked one year, July 9, 2006 through July 9, 2007, injury-free. The event included a luncheon served to employees by the Division’s leadership headed up by Southern Division General Superintendent Joe Wall along with Tom Guerin, superintendent Passenger Services and Tom Kirk, assistant superintendent Passenger Services. Other local level managers assisted with providing first-class service to the employees to mark the occasion.



Amtrak Comes to Aid of “American Hero”

Every so often, Eddy Shames, an 85-year-old former Army second lieutenant, boards a *Regional* train heading to Metropark, N.J., to meet up with Frank DeAngelis, an 80-year-old retired Navy minesweeper who now spends his time constructing shadow boxes to house the medals of fallen soldiers. Together, these two World War II vets often meander back south — by train — to Shames’ home in Virginia Beach, Va., to share a camaraderie built upon a 60-year friendship forged from the common experience of war.

These aged warriors — and a few others — are what remain of “E” Company, the 506th Parachute Infantry Regiment, 101st Airborne Division, otherwise known as the Band of Brothers. Shames is one of the last nine original “Easy” Company members still alive; his friend, DeAngelis is an honorary member. Their story was memorialized in the Stephen Ambrose book, “Band of Brothers: E Company, 506th Regiment, 101st Airborne from Normandy to Hitler’s Eagle’s Nest” and an HBO miniseries of the same name.

Despite their regular train rides along the mid-Atlantic and Northeast Corridor, Shames hadn’t considered long-distance train travel as an option when planning a recent trip to an Easy Company reunion in Reno, Nev. But, fate intervened — in the form of a hernia operation — and forced him to reconsider.

“The surgery turned out to be a little more serious than expected,” said Shames, a spry gentleman whose demonstrative demeanor and quick wit belie his advanced years. “The doctor said ‘no flying,’ so no flying.”

Enter Mike Brown, an Amtrak conductor for the past 17 years.

“I met Ed on board the *Crescent* as he was going down to Toccoa, Ga., where he trained, for a rededication of the train station there,” said Brown. “We exchanged telephone numbers, and I called him this past Memorial Day.”

As Shames regaled Brown with his wartime remembrances, talk of the upcoming events in Reno came up in conversation. “Even though that’s not what I called to talk about, I asked Eddy, ‘Have you ever considered taking the train?’”

From there, calls and e-mails bounced back and forth across the company to see how Amtrak could facilitate a trip — free of charge — for Shames to make the reunion after all.

Shames’ trip began on Train 94 from Virginia Beach to Union Station in Washington, D.C., where he boarded *Capitol Limited* Train 29 bound for Chicago. He was then escorted to *California Zephyr* Train 5 to his final destination in Reno.

“This was a 6,388-mile round trip,” marveled Shames, “and I did not meet anyone who was not kind.”

“Ed Shames is an American hero,” said Brown. “I’m proud of the



Photo: Marlon Sharpe

Ed Shames, one of the inspirations for the book and HBO series “Band of Brothers,” recounts Easy Company’s exploits during the Battle of Bastogne as his friend, and Amtrak conductor, Mike Brown (foreground) listens intently.

fact that Amtrak treated him with the respect he deserves as an American hero, from management to labor [employees].”

Past is Prologue

Edward D. Shames was one of the youngest members of Easy Company, having joined at age 19. From that tender age he matured into a battle-hardened and celebrated soldier, enduring arduous training, surviving deadly battles against Nazi forces, and becoming the first “non-com” in his regiment to receive a battlefield commission. Sixty-plus years later, men like Shames and his old friend, DeAngelis, are among the few who still remember the era of World War II. And, the current war in Iraq and Afghanistan notwithstanding, Shames holds dear an interesting philosophy about combat.

“People say kids today don’t know anything about war,” Shames said. “But you want to know my answer to that? I thought we went to war so they wouldn’t have to know about war.”

Training Pays Off for California Zephyr Crews

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stated Denver Trainmaster Ben Coleman who acted as the liaison for Amtrak, CNOC and the Arvada Police.

Aiken and Nelson were lauded by the Arvada Police and the Jefferson County deputies for their response to the incident and assistance. “The actions of our crews underscore the value of the of the Block Training program, which includes a comprehensive

Emergency Preparedness section,” said General Superintendent Don Saunders. “They did an exemplary job, and I’m proud of their efforts.”

Training also proved beneficial for the Arvada Police, who were familiar with passenger railroad operations after completing Amtrak’s Passenger Train Emergency Response Training on three separate occasions over the past five years.

In addition to the operating crew, the OBS employees who contributed to this effort were Lead Service Attendants Susan Reed and Sidney Fihn, Train Attendants Darriel Flukers and Stephan Goulding, Sleeping Car Attendants Steven Williams and Paulette Galathe, Food Specialist Tobias Schardine, Service Attendants Joe LaMantia and Amelia McCrary and Chef Eric Newsome.

Focus on Utility Expenditures Results in Million-Dollar Savings

The Environmental, Health and Safety department's discovery and the subsequent repair of a major water leak at Chicago Yard and other Amtrak facilities is a testament to the value of teamwork as well as to the company's progress toward achieving a state of good repair. Throughout the country, infrastructure repairs have resulted in a cumulative savings of \$1.3 million in just 18 months and prompted the expansion of utility audits to other locations throughout the system.

While the Environmental Health and Safety department first identified the problem at the Chicago Yard in 2004, it was the formation of the Utilities Management group in January 2006, led by Senior Director Utility Management Bob Jones, which ultimately led to the audit of utility usage at other facilities. This review in some cases, uncovered major anomalies in some cases and identified opportunities to reduce energy costs in others.

A major anomaly in the water usage at the Chicago Yard was discovered in early 2004, prior to the formation of the Utilities Management group. The Environmental group learned the bills for the location were being generated based on estimates rather than actual water usage because the water meters at the yard were broken. When the broken meters were replaced by Chicago Water Management, daily water usage exceeded 400,000 gallons, an amount nearly double what it should have been.

To fix the problem, Ellen Jurczak, senior environmental coordinator in Chicago hired a consultant who conducted a survey of the

water lines and determined the locations of the leaks. The Environmental group worked closely with the Engineering group led by Facilities Engineer Fred Roeber, to make the necessary repairs.

The repairs began in late 2004 and concluded in February of this year. As a result, the yard's most recent water bill reflects a 44 percent savings in water costs, for an estimated annual savings of more than \$200,000 per year.

While the Chicago Yard leak repairs were underway, additional problems at other locations were identified by the Utilities Management Group. "As we were analyzing utility usage at our biggest facilities, we discovered similar problems at other sites," said Jones. Substantial water leaks were found at the Pittsburg station, at Philadelphia's Penn Coach Yard and Adams Maintenance-of-Way Yard in New Brunswick, N.J.

At the Penn Coach Yard, Bridges and Buildings Foreman Dennis Montone and three assistants repaired four major leaks in the underground water pipes, resulting in a savings of \$250,000 since February of last year. New Jersey's Adams Yard had a similar problem; a leak in a water pipe buried five feet underground was found and repaired by Supervisor Structures Chuck Dochnahl, saving roughly \$200,000 annually. And, at the Pittsburgh



Bridges and Buildings Mechanic Enrique Carpintero excavates and repairs two water leaks off of storage track four at the Chicago Yard. The repair of these and other leaks at the facility has saved the company an estimated \$200,000.

Station, a four-inch water main broke in a tunnel during the spring of last year, resulting in a water bill of nearly \$365,000 for just one month. Before the establishment of the Utilities Management group, a substantial amount of this bill would have been paid. However, the Utilities Management group took action, conducted the necessary research and worked with Mike Tskalis, District Station Manager and Dennis Moore, senior general counsel, to present the case in front of the Pittsburgh Water Board, which resulted in the bill being reduced to \$6,000.

While most of the excess usage problems

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Oakland Maintenance Facility Gets New Repair Shop

In a partnership with the California Department of Transportation (Caltrans) and the Capitol Corridor Joint Powers Authority (CCJPA), Amtrak recently opened a new HVAC/Chiller Shop at its Oakland Maintenance Facility. The shop cuts total repair costs for HVAC and chiller units in half and reduces the amount of time it takes to repair the units, which are particularly important during hot summers.

Open for two-and-a-half years, the Oakland Maintenance Facility's staff maintains and services equipment used primarily for the *Capitol Corridor* and *San Joaquins* service. However, equipment used along the *California Zephyr* is also serviced by the

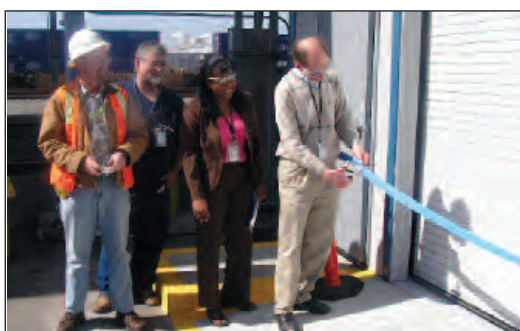


Photo: Jeff Fike

The opening of the Oakland Maintenance Facility's new HVAC/chiller Repair Shop was the culmination of a collaborative effort to improve project work flow and reduce costs. Pictured here at a recent ribbon-cutting ceremony are Facility Engineer Robin Reynolds, Electrician Technician Gary Beimborn, Manager, Maintenance Scheduling and Warranty Lucrean Van de Streek and Project Engineer Dick Bruss.

facility. With a budgeted staff of 137 employees, the site is kept busy with a full range of activities in support of these services, which boast an average initial terminal OTP of 91 percent fiscal year-to-date through June 30.

When a review of the repair work for the HVAC and chiller units showed the need for changes, the Engineering department led the effort to improve the process, which resulted in a solution that combines outsourcing with on-site repairs. "Prior to getting the HVAC/chiller Repair Shop, the repair work was done exclusively by contractors which could be expensive, and take a lot of time," said Project Engineer Dick Bruss of the

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IT Restructuring Catalyst for Systems Improvements, Department Collaboration

In support of the company's strategic business initiatives, the Information Technology (IT) department (formerly Amtrak Technologies), is expected to undergo changes through the remainder of the year that will enable the implementation of technologies designed to enhance customer service, improve the company's systems reliability while reducing costs, and result in the creation of a long-term technology strategy. The reorganization is driven by a detailed implementation plan and focuses on improved delivery of IT services. The reorganization will also provide for closer interaction between the IT and other departments.

An assessment of the IT department's operations in the fall of last year helped identify business process improvements. Key issues for the group included the lack of a technology roadmap, too large a portfolio of legacy applications software systems, outdated computer hardware serving certain key systems, and a decentralized approach to technology. In addition, it was determined that multiple data centers and limited involvement of the IT group in many technology-related projects could hinder progress with respect to the company's strategic initiatives. To address these

issues, the IT department's restructuring was approved by the board of directors at its April meeting.

The reorganization, which will be complete by the end of this fiscal year, will improve the interaction between the IT department and other business departments and create a long-term plan for replacing many of the company's legacy systems with new software and hardware and improved business processes that will spur operational improvements to benefit the entire organization. The most important goal of the restructuring is changing the manner in which IT interacts with other departments. To that end, several new positions have been created to support the IT department's partnership with other internal departments to deliver key strategic projects and facilitate planned changes. To help sustain the partnership of the IT department with other departments, three new group information officer (GIO) positions have been created and will report to Chief Information Officer Ed Trainor.

Group information officers will primarily serve as strategic partners and will work closely with departments to help them accomplish their technology-related initiatives. Since the

vast majority of the company's strategic business plans call for changes in the areas of operations and customer service, two of the three GIOs will have a "dotted line" reporting relationship to Chief Operating Officer Bill Crosbie and Vice President Marketing and Product Management Emmett Fremaux. The third GIO will support and advance the business technology needs in all other functional areas and will have a similar "dotted line" reporting structure.

The IT department is piloting its new collaborative approach to project management and team integration with the Sales Distribution and Customer Services group as it develops the eTicketing program, which will improve passenger convenience and eliminate paper tickets. A current collaborative effort that demonstrates the promise of this new approach is the installation of new Quik-Trak machines, led by Marketing and Product Management supported by the development of back-end systems programming performed by the IT group. The rollout of the new machines is scheduled to be complete by the end of September.

The partnership approach is also focusing on the near-term SAP implementation, revis-

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Wilmington Maintenance Facility Groups Mark Safety Feat

One of the railroad's oldest heavy repair shops for mechanical components, the Wilmington Maintenance Facility, is marking a special achievement as several of its work groups have remained injury-free for a significant period of time. These groups have followed Amtrak work and safety practices to prevent FRA reportable injuries and illnesses.

The facility's Electric Shop employs approximately 100 people — a third of whom work on site. There, employees repair and remanufacture electrical equipment for the company's locomotive fleet, which includes testing and repairing on board signal systems, calibrating locomotive control electronics and servicing most passenger car electrical components. The work requires considerable technical expertise and precision, and the group has been injury-free since Oct. 10, 2006.

Further, the 70 Wilmington Maintenance Facility Administration Building employees have been injury-free since March 27, 1996. The workers, who include management and agreement-covered employees, are a vital part of the network of shops, including the locomotive, wheel bearing, blacksmith, Material Control, maintenance and roadway equipment shops that make up the Wilmington Maintenance Facility's campus.

The sheer volume of work produced by the facility increases the potential exposure to hazards; however, the employees who work on site take great care and pride in maintaining their long-running injury-free streak. "With their consistent teamwork and dedication to safety,

both the Electric Shop and the Administration Building employees can be proud of their record," said Safety Officer Rob Duncan.

With an injury ratio of 2.7 fiscal-year-to-date as of June 30, the Mechanical department has reduced its injury ratio a full percentage point below last year's FRA-reportable rate of 3.7. These efforts have contributed to an overall Amtrak injury ratio of 2.2 fiscal-year-to-date against a goal of 2.8, an achievement that places the company squarely on target toward its goal of achieving the best safety record for any commuter railroad company operating on the Northeast Corridor and the potential for receiving the industry E.H. Harriman Safety Award for most improved record among the Class I railroads.



Photo: Mike Reilly

Locomotive Shop employees Ed Hassel and Mark Ganc work on the front end of a MARC train at the Wilmington Maintenance Facility. Employees at the facility's Locomotive Shop have worked injury free since Oct. 31, 2005.

P R O M O T I O N S I N M O T I O N

Promoting Amtrak at Illinois State Fair

Amtrak joined the Springfield Convention and Visitor's Bureau and the Illinois Department of Transportation to promote service to the Illinois State Fair, which is being held through Aug. 19. Banners now hang throughout Chicago Union Station and posters are strategically placed in staffed stations between Chicago and St. Louis. A Web promotion on the Springfield Convention and Visitor's Bureau's site is promoting Fare Order V408, which offers a 15 percent discount off the adult fare.

Baltimore Sun and Amtrak Join Forces for "Reader Rewards"

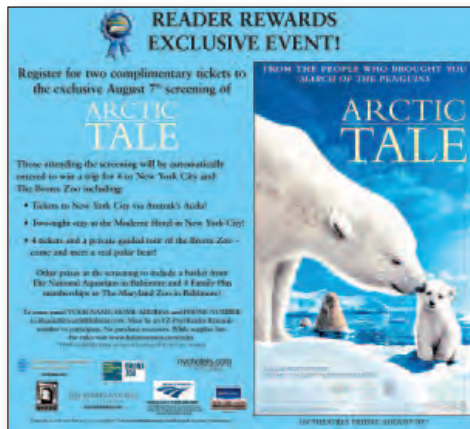
Amtrak is providing six round-trip tickets to New York Penn Station as part of a promotion with the Baltimore Sun newspaper to



launch a new Reader Rewards program. The initiative is designed to acknowledge and reward the newspaper's most loyal customer base, while delivering promotional exposure to Amtrak.

The first phase of the launch centered on the high-profile New York premiere of the motion picture "Hairspray" in July and also included three full-color half-page ads along with one full-page winner announcement ad. A similar promotion is slated for the August premiere of the film "Arctic Circle."

With more than 40,000 current members, the Reader Rewards' program target demographic consists of 67 percent upwardly mobile readers between the ages of 30 and 54; 79 percent with college/post-graduate degrees, and 55 percent earning \$100,000 or more. A soon-to-be-released Reader Rewards Web site is expected to generate additional exposure



and member enrollment to the loyalty program.

Amtrak received more than \$55,000 in Baltimore Sun advertising exposure from the "Hairspray" promotion and expects to receive more than \$98,000 in ad value for the "Arctic Tale" promotion. Each ad features the Amtrak brand name, logo and tag line promoting a current Amtrak promotion — in this case, the summer AGR 1,000 bonus points offer. In addition, Amtrak and Acela Express will receive additional photo exposure in future Reader Rewards' ads featuring highlights of the event winners' travel by Amtrak to the New York premieres.

In another Charm City-related promotion, the Baltimore Area Convention and Visitors Association (BACVA) has developed a "Super Saver" coupon book available both by mail and by visiting VisitBaltimore.com. The coupons, value-add discounts and promotions offered to potential visitors by BACVA member transportation companies, hotels, restaurants and attractions are effective throughout the summer and well into the fall and winter off-peak season.

As a 2007 Preferred Provider, Amtrak will be included in an online index of participating

suppliers, and all upcoming BACVA publications — mailed to CVB members and meeting/convention planners — will highlight Fare Order V761, which offers a 50 percent companion rail discount. This fare order was designed specifically for BACVA usage to promote travel into Baltimore via Amtrak in 2007.

Potential visitors to the city may also link directly to Amtrak.com from the BACVA Web site.

The purpose of this promotion is to gain exposure for the Amtrak brand by offering a 2007 "Super Saver" coupon and building association with the Acela brand, Amtrak Guest Rewards® and new Amtrak Vacations® programs.

San Joaquins End of Summer Sale

At the request of Caltrans — and to boost ridership — Amtrak is promoting an "End of Summer" sale on the San Joaquins route, with a 30 percent discount on all fares through Sept. 30. Targeting the general market in



The westbound San Joaquins travels the BNSF main line en route from Bakersfield to Oakland, just outside of Merced, Calif.

California's Central Valley, this offer will be advertised via an extensive, four-week campaign of 15-second television and 30-second radio ads.

Major markets include Sacramento, Stockton, Bakersfield, Fresno, Merced and Modesto.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries July 2007

ALAIMO, GIUSEPPE
BRUCE, BARBARA
CARSILLO, VINCENT
DELGADO, JESUS
KALAPOUS, JOHN
KUZIARA, THOMAS
MOSEVICH, CAROL
PARISIO, PAUL
RUDOLPH, ALAN-JON
STRACHAN, ROBERT
THOMPSON, BERNARD
TYSON, LOCKSLEY
VINSTON, BEVERLY
YUHAS, PHILIP

30-Year Anniversaries July 2007

ABRAHAMIAN, BEDROS
ALIENDRE, RONALD
ALLEN, JOE
AMIN, MEETA
ASSETTA, DOMINIC
AUGHENBAUGH, JEFFREY
BALL, SIDNEY
BERTI, RICHARD
BISHOP, LORRAINE
BODTMANN, MARTIN
BOZEK, MICHAEL
BRAYBOY, CARL
BRENNAN, SHAWN
BRENNAN, STEPHEN
BRYANT, NEALY
BUDRECKI, JOSEPH
BURKE, ROBERT
CALLA, ROBERT
CALLAHAN, WILLIAM

CAROTENUTO, ROBERT
CHASE, KEVIN
CHOYCE, DAVID
COLANZI, WILLIAM
COLE, HAROLD
COLLINS, JACK
CONYERS, HARRY
COOPER, HERBERT
DAVIS, ALFREDIA
DEGREGORIO, JOSEPH
DETRICK, FREDERICK
DIBENEDITTO, ANTHONY
DIVEN, THOMAS
DORAN, JAMES
EICHINGER, WILLIAM
EVANS, JOHN
EVANS, THOMAS
EWING, JAMES
FARTHING, MARK
FELDER, JEANETTE
FINCH, PETER
FORD, EDWARD
FORKIN, JOSEPH
FREER, MARK
FRITSCH, HARRY
GALLINA, RAYMOND
GERDING, JOHN
GIBSON, WILLIAM
GILES, STEVEN
GLICK, DALE
GOAD, MERLE
GOFF, EARL
GORHAM, JOHN
GULD, FRANK
GYDOS, JEFFREY
HAGEMANN, DAVID
HAINES, DAVID
HAMITER, JOHN
HARRIS, GLEN

HARRIS, RONALD
HENRY, LEROY
HILLMAN, MARK
HIXON, RONALD
HUDSON, KENNETH
HUDSON, THOMAS
HURLBURT, LAURENCE
JANKOWSKI, JOHN
KEENAN, FRANCIS
KOHAJDA, WILLIAM
KOPPE, ALBERT
KROTZ, JAMES
LAIRD, KURT
LAWRENCE, WILLIAM
LEE-VISSCHER, CATHY
LEVIN, GAIL
LIN, CHARLES
LO BRUTTO, SALVATORE
LUNETTA, ANTHONY
LUTTRELL, PAUL
MANDARELLI, ALFRED
MARTIGNETTI, JOSEPH
MASON, EDWARD
MCCLENDON, WILLIAM
MCCANN, THOMAS
MCFADDEN, DANIEL
MCKENNA, JAMES
MCKOY, ROBERT
MIRABELLA, MICHAEL
MOORE, LORETTA
MULLINIX, RODGER
NEMETH, KEVIN
NOBREGA, WILLIAM
NUNES, JOSE
PEARSON, RONALD
PETO, THOMAS
POLINAIRE, CHRISTOPHER
POLLOCK, TERRY
POTRZUSKI, STANLEY

PUCYLOWSKI, FRANCIS
PUGSLEY, ROBERT
RADFORD, DAVID
REISENWITZ, JOHN
RICHARDS, DONALD
ROSCOE, WILLIAM
SANTINI, ROBERT
SEMLIATSCHENKO, BORIS
SHEEHAN, JOSEPH
SINGLETON, RAYMOND
SMITH, DENNIS
SMITH, JAMES
SMITH, ROBERT
SQUIRES, BARRY
STEELE, GEORGE
STEELE, WILLIAM
STEWART, ORION
STUHL, EDWARD
SZACHACZ, FRANK
TINMAN, JAMES
TOMLIN, KENNETH
TORRES, DAMASO
TORRES, JUDITH
TSUJI, MICHAEL
VERNON, JOEL
WALKER, CLARK
WEEDIN, JACQUELINE
WELLMAN, ROBERT
WENNBERG, FREDRICK
WIDMANN, JOHN
WILLIAMS, JOSEPH
WILSON, STEVEN
YEARWOOD, FLOYD
ZITA, MARIO

35-Year Anniversaries July 2007

CLAUSON, MICHAEL
MILLER, MARY

ROBB, DERREN
SATTER, ROGER
WILLIS, PATRICIA

Retirees June 2007

ADAMSON, ROBERT
AHMED, WAQAR
ALBERT, MAUREEN
ARIAS, VERONICA
ATKINS, SCOTT
ATKINSON, CHRISTINE
BAKER, WILLIAM
BAYLIES, DONALD
BEACH, BYRON
BELLINGER, RONALD
BENNETT, LONNIE
BLACKBURN, DOUGLAS
BLOUNT, FLETCHER
BOTTIGLIERI, ALBERT
BOYER, BRUCE
BRISCOE, JAMES
BUSH, RICHARD
CARVER, JAMES
CLAESON, RONALD
CREIGHTON, HOWARD
D'ALESSANDRO, MARIA
DIBLASI, JOHN
DWORAK, PETER
FALARIS, C
FERRASCI, JERRY
FLOTTE, JOSE
GARARD, MARVIN
GARCIA, LINDA
GARCIA, RAMON
GILFETHER, ROBERT
GILLIS, KENNETH
GILMAN, DONALD
GRAHAM, TERRY

EMPLOYEE MILESTONES

Congratulations to All of You!

Retirees

June 2007

JAREMA, ANTHONY
 JENKINS, SAMUEL
 JENNINGS, RONALD
 JONES, WALTER
 KAHLER, LINDA
 KEMP, MICHAEL
 KLEYKAMP, CHARLES
 KOSOSKI, ELIZABETH
 LAFFERTY, THOMAS

LAVELLE, PAUL
 LEWIS, DANIEL
 MAIDA, GIOACCHINO
 MAZZIO, ERIC
 MCGILLIGAN, J
 MILLER, ARTHUR
 MORALES, FERNANDO
 MORGAN, WILLIAM
 NELSON, ROBERT
 NESTOR, PAUL
 O'CONNELL, JOSEPH

PALAZZO, VITO
 PARFITT, ROBERT
 PATRICK, DEBRA
 PATTAY, BERNARD
 PETERSON, ALBERT
 PITTS, JAMES
 POINDEXTER, DENNIS
 QUINN, MARGARET
 RIZZI, JOHN
 SABO, THOMAS
 SCHMIDT, PETER

SEALY, DONALD
 SIBLEY, WAYNE
 SILVA, BRUCE
 SIMMONS, STANLEY
 SIMON, ALBERT
 SKAWINSKI, JOHN
 SMITH, THOMAS
 ST. SAUVEUR, JOHN
 TABOR, JOSEPH
 TAMORIA, LILLIAN
 TAYLOR, JOAN

TIMLER, WALTER
 TOWNSEND, CHARLES
 TURNER, JONATHAN
 WARDEN, JAMES
 WARNER, BARRY
 WELLS, LESTER
 WILBER, CONNIE
 WILLIAMS, MADELINE
 WINERIP, SUSAN
 WOODS, ELIZABETH
 YOST, BARBARA

Systems Improvements, Department Collaboration

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ing the primary focus from Finance to key Materials Management and Mechanical and Engineering department business processes by replacing back-office systems.

In addition, 1,800 desktop PCs will be replaced this year and future PC refresh cycles will be reduced to three years from the current schedule of four or more years.

Inasmuch as partnering with other groups will be important to advancing the railroad into the 21st century, additional progress also hinges on making other key organizational and operational changes within the IT department, many of which will be complete by the end of the calendar year. At the end of August, a request for proposal will be issued by the company to allow various technology providers to bid on a contract to provide comprehensive support for the company's IT infrastructure. Providers will be selected in March 2009.

Furthermore, to achieve disaster recovery capability for mission critical systems, a new interim disaster recovery plan will be put in place by September. A full disaster recovery plan, which will address all operating systems and capabilities, will be complete by early 2009. Additionally, the IT department will spearhead the consolidation of elements of the data centers and equipment in Chicago, Los Angeles and Oakland into Manassas, Va., by the end of the fiscal year, a move expected to improve the reliability of operating systems and result in significant cost savings.

Finally, the department will initiate its enterprise blueprint strategy, creating a long-range plan for all Amtrak IT operations in October. When complete in FY 2008, the plan, which will include further recommendations for the consolidation of redundant systems, the reengineering of key business processes and improvements in the overall quality of systems delivered, will reduce overall IT costs and transform the way the company conducts its business. "Our goal with the reorganization is to unify management of IT within the company and support the work of various departments as they deliver on key strategic initiatives," said Trainor.

FRONT LINE FOCUS

To Whom It May Concern:

I'm a 61-year-old bladder cancer patient under the care of the Mayo Clinic in Rochester [Minn.]. I take Amtrak from my hometown of Shelby, Mont., to Winona, Minn., four or five times a year ... Amtrak provides a great service for me ... I like to brag it up on my afternoon radio show on 10,000-watt Clear Channel KSEN — we cover northern Montana and southern Canada.

I wish to compliment ...Charity Escobedo ...she is a wonderful representative of the company. Time and time again, I have witnessed this employee go over and above her duties in serving the public. It is a breath of fresh air to deal with someone so helpful, cheerful, caring and polite in this day and age.

It has been my pleasure to know her. I'm sure all your Winona passengers feel the same.

Sincerely,
Empire Builder Passenger

To Whom It May Concern:

I write to express my high regard and respect for the outstanding professional services I've now received on a number of occasions from your colleague, Ms. Pamela Michaux. I am an Amtrak Guest Rewards[®] Select Plus Member ... and am frequently in Union Station, Washington, D.C.

I am always delighted when changes in travel have to be ... served by Ms. Michaux. She is highly professional, prompt in her work, thoroughly customer-service oriented, and a delight with whom to do business. I commend her as a wonderful example and model.

Sincerely,
 Amtrak Guest Rewards[®] Select Plus Member

Oakland Maintenance Facility Gets New Repair Shop

continued from page 10

Rolling Stock Engineering department, who spearheaded the project along with Maintenance Scheduling and Warranty Manager Luerean Van De Streek and Electrician Technician Gary Beimborn. "In an effort to cut the amount of time it took to get the repairs made and to help reduce the company's costs we decided to build a small shop here where we could do the work quicker and cost effectively," noted Bruss.

Staffed with three certified HVAC technicians, the shop is responsible for the upkeep of the fleet's 162 HVAC units and approximately

30 food chillers. During California's warm months, a period that typically runs from April through October, approximately 10 to 12 percent of the HVAC units require repair.

The shop, which is open year-round, has the capacity to fix roughly 50 percent of the HVAC and chiller units that require repair, with the remainder of the units sent to outside contractors. When the technicians are not occupied with HVAC or chiller unit work, they devote their time to conducting preventative maintenance on other equipment maintained at the facility.

Establishing an HVAC/chiller shop at the facility is expected to save the company an average of \$20,000 per summer season, improve reliability of the machines, and reduce the amount of time the units are out of service.

"This is a good example of how our management and agreement-covered employees, along with our state partners, jointly took initiative to improve the process and provide a much better solution that ultimately saves money and time," said Mechanical Superintendent Iosif Ivan.

Million-Dollar Savings

continued from page 10

were related to leaky underground water pipes, the use of other utilities, including steam and electricity, has also been scrutinized. At the Penn Coach Yard, a malfunctioning boiler forced the company to use steam lines to supply heat to the Mechanical facilities. The aging steam lines, however, were leaking substantial amounts of steam, resulting in escalating expenses. To fix the problem, a new boiler was installed and the steam was disconnected, avoiding an estimated \$500,000 in excess utilities charges.

Another project that has reduced utilities costs is the replacement of 4,752 incandescent light bulbs with compact fluorescent bulbs at New York's Penn Station. This project, completed by a contractor working for Con Edison at no cost to the company, reduces carbon dioxide gasses emitted into the environment by 4 million pounds and saves an estimated \$300,000 annually in electricity costs. Assisting with the effort, Engineering's Electrical Construction Supervisor, Paul Fragiorgi coordinated Amtrak and contractor activities and helped ensure quality control.

Commenting on the success of the utilities audits thus far, Bill Auve, assistant controller of costing and capital in Amtrak's Finance department noted the value of the effort. "When it was proposed that we put together a small group to oversee and manage utilities, I knew that the company would benefit in a significant way," Auve said.

To help review and analyze utility cost and usage information, the Utilities Management Group, in connection with Procurement and the IT department, selected Advantage IQ to provide an online energy management and reporting system, allowing budget and facility managers to view and monitor costs and usage. In addition, an early warning system is now in place to address leaks much quicker.

"Working together with the Engineering department's Bridges and Buildings group and other departments, we've been able to accomplish so much. None of the work we've done would have been possible without their support and involvement, especially the facilities personnel. They have a lot on their plate, yet they make time to complete these tasks that, in many cases, go above and beyond their normal responsibilities; their actions are commendable," said Jones.

"In the long term, we want to fix the root cause of the problems which are related to aging infrastructure rather than making temporary repairs as we go along," he added.

Amtrak Promotes Safety at Operation Lifesaver Event



Photo : Ross Mealey

Amtrak employees participated in Operation Lifesaver events in Albany and Utica, N.Y., in July to promote safety on the railroad. The Federal Railroad Administration recently awarded Operation Lifesaver a \$1 million grant to support its educational and training programs aimed at reducing collisions between trains and motor vehicles at grade crossing and discouraging illegal trespassing of railroad tracks.

At the Albany station on July 25, a group of employees helped support the Operation Lifesaver event. L. to R.: Engineer Jim Ashley, Technician Paul Brugeman, Senior Communications Officer, Corporate Communications Cliff Cole, Assistant Superintendent Train Operations Kevin Chittenden, Conductor Garison Melford, Executive Director, NYS Operation Lifesaver Charlie Alonge, Engineer Tom Healy, Assistant Conductor Scott Tucker.

A Monthly Publication
for and by Amtrak Employees

A M T R A K

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Volume 12 · Issue 6 · September 2007



Thames River Bridge Primed for Vertical Lift Span

With the replacement of the movable bascule span of the Thames River Bridge scheduled for completion in June of next year, Engineering and Transportation department personnel are working in concert with Cianbro Corporation contractors to keep the project on track. During the summer, Amtrak crews completed several major tasks that will help enable a smooth transition toward the \$76 million project's final phase — the installation and opening of the new vertical lift span.

To support the bridge structure, two towers and four concrete piers are required at the middle of the bridge. Pier 2 experienced problems with settlement which required construction crews to conduct permeation grout stabilization, done by installing grout below the pier without disturbing the original structure. With this work complete, concrete modifications to support the new lift span are well underway, with a target completion date in mid-October. When those changes are done,

steel installation for the new lift towers will begin.

At Pier 3, Electric Traction (ET) crews relocated transmission cables and electrical disconnect switches in preparation for the construction of the new lift towers. Cianbro completed the concrete modifications and have post-tensioned the concrete to provide the strength necessary to support the new towers. Steel work to support the towers began last month and will continue through February. To complete the work, single and double track outages — mostly at night — will be required. To improve the operational flexibility of the railroad during track outages for the tower steel erection,



Photo: Mohammed Saeed

A Communications and Signals crew relocates cables at the Thames River Bridge work site in preparation for the installation of the new vertical lift span.

the ET group installed a new overhead catenary system sectioning switch on Track 1, just off the east end of the bridge within Groton

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Sen. Lautenberg Announces Funding for N.Y. Tunnels

Sen. Frank R. Lautenberg (D-N.J.) was recently joined in Weehawken, N.J., by Mayor Richard Turner and officials from Amtrak and New Jersey Transit, as he applauded the Fire and Life Safety Program to improve the six Amtrak-owned Hudson and East River rail tunnels that carry passengers to and from New York's Penn Station. Lautenberg also highlighted plans for \$160 million he secured in the Improving America's Security Act of 2007 for future improvement projects in the New Jersey-New York region's rail tunnels.

"These tunnels allow 150,000 passengers to travel

between New Jersey and New York every day. We need to take every step we can to ensure our infrastructure is safe, especially in the wake of the recent Minneapolis bridge collapse," said Lautenberg. "This funding will help ensure we are prepared for an emergency by making our rail tunnels safer and more secure."



Photo: Kevin M. Briscoe

At a press conference in Weehawken, New Jersey Senator Frank R. Lautenberg (D) announces legislation that includes \$160 million for future improvement projects in the region's rail tunnels.

The approximately \$900 million, two-phased program is funded by Amtrak, Long Island Rail Road, New Jersey Transit and the Federal Railroad Administration, and involves the construction or installation of modern ventilation and fire standpipe systems, modern communications systems and several

other safety and security countermeasures.

The \$470 million Phase I includes the rehabilitation of four ventilation systems and the installation of a standpipe fire suppression system. The ventilation systems at Penn Station and Weehawken are complete. The shafts at Long Island City and First Avenue in Manhattan are halfway done and are expected to be completed in mid- to late 2009. In addition, circa-1940 floodgates that protect Penn Station from an underwater breach of the East and North River Tunnels have been brought to a state of good repair and are now fully operational.

"The Weehawken ventilation complex was completed in 2005 — six months early and under budget," said Steve Alleman, deputy chief engineer, Construction. "Two new 60-foot vertical ventilation shafts were construct-

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T R A I N O F T H O U G H T

Editor's Note: The following column was originally distributed to employees as a Special Employee Advisory, dated Sept. 18, 2007.

When I joined Amtrak a year ago, everyone told me that time passes quickly here, and it certainly does. It's hard to believe that this month marks my one-year anniversary — in some ways I feel like it was just yesterday that I walked through the doors at Union Station. I've learned a lot this past year, and while we need to continue to address our day-to-day problems, I wanted to share with you a few thoughts about our future together.

First, I want you to know that I am most impressed with the dedication and expertise of our employees. There's a sense of mission that collectively drives our employees — whether you're in an office, aboard a train, in the shops or at a work site — and it's unique to Amtrak. Despite our challenges, there is a great loyalty to our company.

Second, FY '07 will go down in the books as another strong year for us, both in ridership and ticket revenue. We have managed — in the face of rising fuel costs, inflation and other factors — to keep our operating loss steady. The credit for these accomplishments belongs not only to the employees who worked hard to deliver quality service this year, but also to those who rebuilt our infrastructure and fleet over the last few years.

Third, I've realized that there is a huge reservoir of people out there who support Amtrak. It's not just the people who simply love trains and train travel; it's local, state and federal elected officials, community and business leaders, among others. I find that network very encouraging. I've met station volunteers, people who memorize our schedules, and others who know virtually every piece of equipment; they also give me a lot of free advice.

Fourth, one of most important lessons I've learned over the last 12 months is that we think too much in the moment; we are too worried about surviving and not enough about thriving. Simply getting through another month is too low of a bar for a company with as much talent as Amtrak. Without a doubt, we have to be focused on doing our jobs, operating safely and being good managers, but we have to break through to the other side.

There are very few opportunities in business where the path is as well-lighted as ours. In addition to the growing support for passenger rail, there are factors that make intercity passenger rail extremely relevant in today's world. Highway and airway congestion, volatile fuel prices,



Alex Kummant

increasing environmental awareness, and a need for transportation links between growing communities, are a few among them. The stage is set for Amtrak to take on a role not just as a contributor to the nation's transportation network, but as a leader among transportation modes.

Growth is my strategy for the future and it will take shape along three integrated fronts: investing in our workforce, investing in our partnerships with states and freight railroads, and investing in equipment and infrastructure.

You are the face of our product, and all of us combined are its strength. Our industry has changed and we have to change with it; we must invest in our human capital to build a 21st century workforce. Achieving new union agreements is only a part of the strategy; it also has to reflect the large number of expected retirees in the next few years. Accordingly, we need to map out sound hiring strategies to meet the needs of the future. Nonetheless, I reiterate my willingness to join our unions at the negotiating table to achieve fair and fiscally responsible agreements that meet the needs of the company and our deserving agreement-covered employees, as well as to better attract and retain a highly skilled and engaged workforce.

At the risk of sounding like a broken record, the future of our business is in expanding and developing corridor service. We need to strengthen our partnerships with states and host railroads

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- 4 Extraordinary People Doing Extraordinary Things
- 5 Audit Team Reviews Help Lower Injuries
- 6 New Signal System Installed On Section of Keystone Corridor
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FRONT LINE FOCUS

Amtrak Ink

Vol. 12, Issue 8, September 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Mechanical Department Shows Positive Results in 2007

As the end of the fiscal year approaches, the Mechanical department has shown a number of positive results in the four key performance areas of reliability and availability of equipment, productivity, regulatory compliance and safety.

Reliability, Availability, and Productivity

After maintenance for the *Acela Express* trainsets transitioned from contractor-management to Amtrak-management last year, the high-speed rail maintenance group focused on performing Reliability Centered Maintenance (RCM), which provides an in-depth study to identify maintenance tasks, draft procedures, and test and validate those procedures.

"The coordination effort was massive and involved a number of departments to accomplish the various tasks to make the transition seamless," said Vince Nesci, chief mechanical officer. "From October 2006 until today, the *Acelas* have increased from operating 14 sets every day to 16, which is a major benefit to the bottom line."

Another element related to reliability and availability of equipment was the Car and Locomotive Overhaul Program, undertaken at

the Bear and Wilmington facilities in Delaware and in Beech Grove, Ind.

"This maintenance occurs typically on the frequency of every four years in conjunction with the COT&S [clean, oil, test and stencil] dates," according to Terry Schindler, deputy chief mechanical officer, "and has included 291 cars and 49 locomotives to date in fiscal year 2007."

Included in the overhaul program was the conversion of Amfleet II lounges and Superliner cars as part of an initiative to redesign on-board food service.

"The primary intent of converting the Amfleet II lounge car to a Diner Lite, or 28000 series, is to help reduce the overall operating costs in providing food service," said Schindler. A similar initiative is ongoing with Superliner cars, converting the previous diner cars into a diner-lounge configuration.

"For long-distance trains that have shown trouble justifying the fiscal responsibility of pulling both a lounge car and dining car, the 28000 and 37000 cars act as both a lounge and a diner, allowing one fewer car in the set. Plus,



Photo: Mike Milburn

The diner-lounge configuration cuts costs by allowing one fewer car in a trainset, and new appetizers have proven popular with passengers, thus creating added revenue.

there is the added revenue generated by the new appetizers that have shown to be popular with both coach and sleeping car passengers," said Christian Hannah, regional chef, Marketing and Product Development, NEC and State-Supported Trains.

This year, the Mechanical department expanded functions of the Work Management System, which has been in use since 2001.

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Train of Thought

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to make that happen. We can take a leadership role in advancing corridor service with bold infrastructure projects that would break apart some of the key bottlenecks across the country. By dedicating some capital and working with our state and freight partners, we could open up segments of routes that would transform rail service. Imagine what a dedicated line from Chicago to Porter, Ind., would do for the *Capitol Limited* and *Lake Shore Limited* services, as well as our Michigan trains. Imagine what an additional line between Richmond and Washington could do to improve and expand service there, or another route developed to link Los Angeles and the Bay area. What I'm suggesting is that we have to be bold.

If we hold out the promise of growth, we have to acquire new equipment. Much of our fleet is old and we run the wheels off our equipment. It's high time we invest in new equipment and our state partners — and prospective partners — are looking to us to take the initiative on this front.

When I accepted this job, I knew I was joining a cause as much as a business. Amtrak was created at a time when few saw any chance of survival of passenger rail. Now we are seen as one of the solutions to high gas prices, climate change concerns, and congestion. The company has proven itself and now we have to be more than just survivors, we have to be builders. That challenge falls to all of us — I'll do my part in leading and driving the vision, but every single Amtrak employee can play a real role in taking us to the next level.

Amtrak Ink to Resume Home Mailing



In response to the results of the March 2007 Employee Communications survey, which indicated 80 percent monthly readership when mailed to employees' homes, Amtrak Ink will once again be distributed in hard copy to your place of residence, starting this fall.

Amtrak Ink will, however, continue to be available via e-mail, the Intranet and Amtrak.com and postings on bulletin boards at work sites.

Extraordinary People Doing Extraordinary Things

Amtrak employees spend their off-hours involved in a host of activities, ranging from volunteering at a local blood bank to participating in walkathons to advance cures for serious illnesses. Others may simply enjoy a week-end round of golf or spend time with friends and family. In either event, time off often translates into some extraordinary stories. Here are just a few:

Employee Rescues Neighbor During Flash Flood

In the midst of a flood that struck the small town of Bagley, Wisc., Senior Scheduling Officer Barbara Bruce sprung into action.

While on vacation, Bruce, her husband, Trainmaster Robert Peterson, and their two sons fled their home after floodwaters washed away their deck and porch at about 1:30 a.m. What started as small puddles in their yard quickly rose to waist level

after a culvert under a nearby railroad track became blocked, preventing a flow of water to the Mississippi River.

As ravaging waters rose almost five feet, Bruce heard the cry of an 82-year-old neighbor: "I'm all alone and my house is filled with water. I'm afraid." Finding it impossible to walk through the water, Bruce — dressed in pajamas — grabbed her kayak and paddled to the woman's home. "The water was rushing so fast that I just couldn't paddle straight to her house," Bruce said. "The water was knocking me back and forth, the kayak was spinning in circles, and I had to zigzag back and forth to reach her."

After carrying the woman to safety, Bruce set out to rescue another resident, maneuvering her kayak around debris, a refrigerator, lawn furniture and even a propane tank. Once aboard the kayak, the woman panicked and grabbed onto a stop sign, causing the vessel to flip over onto Bruce. "It was a scary moment for me," said Bruce, an expert swimmer. "It was dark, the water was filthy and I felt things just banging against my body."

Bruce pushed the kayak off and swam with the current to a nearby warehouse while the

rescued woman held tightly to the stop sign. For the next 40 minutes, Bruce and the woman stood in chest-high water until they were rescued by a resident on a boat.

Bruce eschews "hero" status. She simply wants her children to understand how important it is to help people in need.

"I just did what anyone else would do."

Engineer with a Passion for Safety

When not working six days a week as an extraboard locomotive engineer, Bob Grogan spends his spare time teaching railroad safety and working as a licensed professional firefighter in his Ohio hometown.

His keen interest in safety materialized a dozen years ago, when he became a volunteer firefighter in Waterville, Ohio. He subsequently became a licensed emergency medical technician, and is currently a lieutenant in the local fire department. Over the years, Grogan has

responded to various emergencies, ranging from fires to heart attacks to car accidents. In addition, he teaches a 36-hour basic firefighter class for new recruits — including a section on railroad safety — at various area fire departments.

Grogan also volunteers for Amtrak's Emergency Preparedness Team, conducting Part 239 of the Federal Railroad Administration Emergency Training Program covering passenger trains. To date, he has delivered the training to first responders in Ohio, Michigan and Pennsylvania.

As a Level II Operation Lifesaver presenter, Grogan also delivers railroad safety messages to various groups and conducts one- and two-day classes to teach individuals how

to become OL presenters. He works closely with Norfolk Southern and CSXT public safety officials to promote railroad safety to the public and present hazardous materials handling training, passenger train emergency preparedness, and freight operations classes to firefighters and police officers.

According to Grogan, his "day" job with Amtrak affords a certain benefit.

"As an extraboard employee, I fill vacancies when engineers are sick or on vacation," he said. "But, the advantage of working extraboard is that I can conduct training during periods when there are no vacancies, so it doesn't interfere with my job."

Conductor Provides College Scholarships

For the eleventh consecutive year, Boston-area Assistant Conductor Sheila O'Connell has provided college money for dozens of students around the country. Named after her late father, the William F. O'Connell Memorial Scholarship is open to students entering or currently enrolled in a college or university, and who have a parent or guardian working for Amtrak or its host railroads.

This year, O'Connell's selection team presented three \$500 scholarships to:

- Rita Anne Flynn, who is attending Loyola College of Maryland in Baltimore, is the daughter of Amtrak Conductor David Flynn.
- Alexa Alexander, who is entering Emerson College in Boston, is the daughter of Amtrak Conductor Russell Alexander.
- John Patrick Laselva Jr., who is attending Massasoit Community College in Brockton, Mass., is the son of Ticket Clerk (Boston Crew Base) Jack Laselva.

The scholarships are entirely merit-based, according to O'Connell, with equal consideration given to grade point average, a written essay and extracurricular activities. The selection team assigns a point value for each component, tallies the results and collaborates to select the scholarship recipients. To further ensure objectivity in the selection process, O'Connell said she does not have a role in the final decisions.

"The submissions are very humbling," said O'Connell, a



Photo: Jennie Peterson
While on vacation, Bruce risked life and limb to rescue her neighbors during a flash flood.



Photo: Bruce Meyer
Locomotive engineer Robert Grogan prepares a fire engine for an Advanced Firefighter Engineer class.

Audit Team Reviews Help Lower Injuries

With a fiscal-year-to-date injury ratio of 2.3, Amtrak not only has one of the lowest injury ratios on record, but will soon mark its third consecutive year of FRA-reportable injury reduction.

To maintain this record, safety rules, requirements and policies must be followed, impressed upon all employees and routinely measured to ensure that compliance is achieved. Accordingly, members of the Safety Audit team, including Rob Ross, senior safety auditor, and Rick Webb, senior safety coordinator, will conduct audits of facilities, stations and work sites each month as part of the annual safety audit and review process.

Covering a broad range of federal railroad and worker safety regulations, including DOT, FRA and OSHA regulations, fire codes, life safety codes and Amtrak safety rules, the safety audits evaluate operational activities at Mechanical facilities, Engineering bases and work sites, Material Control warehouses, storage facilities and other sites to assess employee safety and accident prevention. The safety audit program builds on the system developed for environmental audits at Amtrak in 2000.

The safety audit program is designed to identify positive and negative facility elements that will help employees meet the standards associated with Amtrak safety policies, federal regulations, state safety laws and other requirements. In addition, the process helps pinpoint and address compliance risks, review safety risk management practices and processes, and create a heightened awareness of safety requirements and expectations at the facility level. Further, the program assists facilities in designing and implementing solutions to safety problems by analyzing the root cause of problems, providing timely corrective action, and implementing controls to reduce injury risks.

Throughout the system, medium and large facilities are audited every two years. Starting with the next cycle in FY '08, more than 60 facilities will be included in the audit schedule. In addition to staff from the Safety group, the audit team can be augmented by subject matter experts, such as Amtrak industrial hygienists, to help focus on key problem areas.

Upon arrival at the audit site, the safety audit team conducts a briefing with facility management. Interviews with employees and thorough document reviews are significant parts of the audit process, in addition to an examination of the physical condition of the property. At the completion of each visit, the senior safety auditor prepares a findings report, which is discussed with the facility leadership and the facilities' Responsible Amtrak Official (RAO) to establish a Corrective Action Plan, or CAP.

Other departments also play a key role in the audit program. While the Safety group is responsible for developing, managing and executing the program, the Law department provides legal oversight of the findings and provides a strict confidential attorney-client relationship so all documentation is kept within a privileged and controlled environment. Additionally, all audit documentation is sent to the Law department for review.

"The safety audits are just one of the strategies we use to keep our employees focused on preventing workplace injuries," said Director of Safety Policies and Programs Mike Dagen, who credits the hard work of each department and the adoption of the System Safety Program with dramatically decreasing the company's FRA-reportable injury ratio from a previous record annual low of 3.3 per 200,000 hours worked at the end of FY '06 to an impressive 30 percent reduction this year to a 2.3 injury ratio fiscal-year-to-date.

"The progress we've seen thus far on safety is the result of people taking this responsibility very seriously and doing what they need to do to ensure that everyone is kept out of harm's way," said Dagen. "What we expect to find with these audits is that the processes put in place and the extra effort put forth by our employees will pay off in terms of fewer injuries and incidents."

Dagen notes that the reduction in injuries reflects that safety is a top priority at most facilities. "At the end of the day, what matters is that our employees return home safely to their families."

Thames River Bridge Project

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Interlocking. This will allow the group to disconnect power along sections of the track.

As the project nears completion, most of the new lift span steel has been delivered to the work yard. Assembly of the new lift span began after Labor Day and will take place on a barge anchored at Cianbro's marine bulkhead.

Electricians, Bridges and Buildings, and Communications and Signals employees are supporting the contractor in preparation for the new lift span control console installation in the operator's house. The console features state-of-the-art electrical controls using a Programmable Logic Controller (PLC) used to operate most heavy machinery. The PLC controls will serve as the central nervous system of the new lift span.

To ensure a smooth transition for the railroad during the lift span replacement, communication and cooperation among many departments and disciplines, including Transportation, Track, Bridges and Buildings, Communications and Signals, and Electric Traction is required. The Transportation department has begun the critical planning necessary for the four-day rail outage that will be required when

the lift span is put in place. During the outage, train equipment and operating crews will be located or reassigned as necessary and passengers will be notified of service disruptions.

"The complicated nature of this project makes this the most challenging assignment I've ever had at Amtrak," noted Project Manager, Movable Bridges Peter Finch. "It is complex work to integrate the signal and catenary systems, all while the railroad is operating, and with marine traffic from the nearby Groton Navy Submarine Base to consider. There are regular quality control checks and monthly safety inspections to consider — even the paint work, which requires three separate coats to be applied in a temperature and humidity-controlled environment, is a consideration."

The final phase of the project, the actual installation of the span, will begin after it is floated on a barge during a 10-day channel closure to begin on April 22, 2008. Start-up testing of the span will begin after it is installed, the counterweight and operating wire ropes are in place, and the miter rails and catenary overlaps are adjusted. The first test openings will be conducted two days after the float-in has been completed, and the bridge will resume the normal opening schedule in early May 2008.

New Signal System Installed On Section of Keystone Corridor

Progressing toward a state of good repair for the railroad, the Engineering department's Communications and Signals group recently installed and tested the first phase of a new signal system along a segment of Pennsylvania's Keystone Corridor. The new system enables increased speeds and greater flexibility by allowing trains to run on both tracks in either direction and will be expanded throughout the line.

A 10-mile stretch between State and Roy Interlockings was renewed with microprocessor-based track circuits and a dual-frequency cab signal system, a significant upgrade for the line.

With the single frequency cab signal system previously utilized on the line, there were only four speed codes: maximum authorized speed of 110 mph on Track 1 and 90 mph on track 2; approach medium code,



The old lever system (left) to control signals and switches along the Keystone Line between the State and Roy interlockings has been replaced by a modernized push-button system (right).

which is 45 mph; approach code at 30 mph; and restricted speed at 20 mph. With the second frequency, additional speed codes are available at 60, 80, 100 and 150 mph, providing better speed regulation along the route.

Also before the upgrade, information was passed from one location to another through copper cables. The new system's microprocessor-based track circuits allows for bi-directional signaling without installing cable the whole length of the railroad. Therefore, the need for cable is eliminated since the microprocessor track circuits "talk" to each other, passing along information about the condition of the railroad ahead. Additionally, with the installation of the cab signal system, most of the wayside signals were eliminated and trains now run only on cab signals between interlockings.

While this new signal system is impressive, just as notable is the collaboration between the Engineering and Transportation departments to

quickly plan, install and test the system with minimal disruption to passengers.

The Engineering department worked closely with the Mid-Atlantic Division, under the leadership of Superintendent, Operations Mike Sherlock, to significantly reduce track outages and schedule much of the work overnight when no passenger trains were running. Periods when either track was out of service for normal train traffic needed to be planned down to the hour, and a close reading of train schedules with particular attention to conflicts was performed by the Transportation department's Train Movement staff. The end result was that the project was completed on time and with minimal train delays.

The implementation of any new system requires that the employees whose duties are affected, such as train crews, block operators and dispatchers, thoroughly understand the new procedures before the changes are made. To that end, Assistant Superintendents Frank Bower and Tom Mazeika collaborated to produce written materials about the new signal system and arranged a management briefing detailing the improvements and reviewing the new operating rules associated with the system.

The Philadelphia-to-Harrisburg section of the Keystone Corridor is the last territory dispatched by the Mid-Atlantic Division that is still controlled from manned interlocking towers using mechanical interlocking machines that date back to the early part of the last century. However, as the line is gradually re-signaled, these towers will be replaced with computerized signal equipment that will allow for remote control of switches and signals from the Centralized Electrification and Traffic Control (CETC) at 30th Street Station in Philadelphia, which is scheduled to be updated in 2010.

The new signal system is part of a larger \$2.3 million project to replace the 70-year-old communication system along the Keystone Corridor. Amtrak and SEPTA are currently working out the details to re-signal the four main tracks — about 15 route miles — between Paoli and Overbrook interlockings, as only one of the four is currently signaled for bi-directional running. When finalized, the expansion of the new signal system is expected to improve on-time performance, increase speeds along the route and possibly reduce trip times.

All-electric service for the Keystone Corridor began last fall, following a \$145 million renovation that revitalized tracks and provided smoother, more reliable service and additional frequencies. Currently, 30 Amtrak and 73 SEPTA trains travel on the corridor daily.

Funding for N.Y. Tunnels Safety and Security

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ed and we installed 500 horsepower bi-directional fans that are remote-controlled from the Penn Station Control Center. And newly constructed scissor-step staircases with wide landings for simultaneous passage for rescue and evacuation allow emergency responders to reach the tunnel while passengers exit."

Alleman added that a major component of Phase I, 16 miles of fire suppression standpipe, is also complete. Amtrak has worked closely with fire officials in Hudson and Bergen counties and New York City to ensure the compatibility of the system with firefighting equip-

ment. Amtrak also trained first responders on the unique conditions of underwater passenger rail tunnels.

Designs for Phase II are currently underway and will involve significant amounts of work at the track level, necessitating carefully managed blocks of work during off-peak hours to minimize service disruptions. Phase II includes repairing tunnel structures, including bench wall walkways, duct banks for



The \$470 million Phase I includes rehabbing four ventilation systems and installing a standpipe fire system. These 63-foot tall, 23,300-pound fans are part of the completed system at the North River Weehawken ventilation site.

signal and power cables; installing plates between ties to facilitate safe evacuation at the roadbed level, and replacing the sump system in all six tunnels.

More than 500,000 Amtrak, New Jersey Transit and Long Island Rail Road passengers pass through New York Penn Station through

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Mechanical Department Shows Positive Results

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Known as WMS, the system is an enterprise asset management system that administers critical fleet maintenance tasks including equipment overhauls, preventive maintenance, time keeping, tracking in-service and out-of-service time, recording defects and repairs, and tracking operational incidents throughout the country for locomotives, cars, and trains. The system also maintains a full history of rail mobile assets that includes configuration, modifications, maintenance and movements.

This year's changes to the system include a complete redesign of the payroll interface to support the new mySAP payroll and HR modules, deployment of electronic materials requisitioning, and implementation of the Mechanic's Workbench — a tool that displays the work assigned to the employee, allowing the person to access information related to the equipment and the work order. The department also developed and published a monthly Mechanical Balanced Scorecard with standard metrics and measurements using WMS as the data source, where applicable.

Ownership, measurement, continuous improvement and teamwork are cornerstones of a process-focused management approach, and a means to enhance reliability, availability and productivity.

"Through these basic principles, we can focus on that which is most critical to attaining the Mechanical department's goals and objectives," said Mario Bergeron, deputy chief mechanical officer.

Organizationally, process focus teams (PFT) manage the business processes — as defined by the Mechanical management team's strategic intent — while process action teams (PAT) are tasked with planning and executing changes that improve the processes. Bergeron added that, together, the PFTs and PATs drive continuous change, and are composed of representatives of various functional areas, facility levels and fleet expertise.

The Mechanical department is currently using this approach to monitor all of the initiatives impacting the reliability and availability of various equipment types. Designated fleet directors in rolling stock engineering have identified the top five items causing breakdowns and the reasons for the failures.

"There generally are multiple issues creating these problems, ranging from improper design to maintenance issues and/or supplier quality issues for individual components," according to Dale Engelhardt, deputy chief mechanical officer. "These fleet directors, with the support of various Amtrak organizations,

identify these tasks and work in teams to resolve the technical issues."

One such rolling stock engineering project is the Freeze Program, an initiative to rework cars that experienced significant delays last winter due to frozen toilets and water supply systems. After surveying each equipment type to identify causes for frozen cars, modifications and improvements are now being made to Horizon, Superliner, Viewliner and Amfleet cars.

"We are reworking these cars at our various locations and expect to have them ready for operation by December," Engelhardt said. "It is our expectation that, if these cars are kept on power, we should see a major reduction in problems associated with freezing."

Regulatory Compliance

"Compliance with all federal regulations forms the basis for every activity our group engages in," said Mark Murphy, superintendent, equipment standards and compliance, "and that includes FDA [Food and Drug Administration] as well as public health and FRA issues."

To enhance its capabilities in this area, Mechanical completely restructured its standards and compliance department with the

development of a Quality Management System, based on International Standards Organization principles. ISO represents a very structured approach toward running a business, and involves building quality into a process or methodology by adding checkpoints and identifying key elements that are critical to ensuring a quality product.

"By adding these elements, the people responsible for production have the ability to get real-time feedback as opposed to relying on a traditional third-party inspection at the end of a production line," said Murphy. "Our approach will be to work in concert with the process engineers, identify best practices, lend assistance during implementation, and provide measurable feedback on our progress."

Safety Performance Improvement

On the safety front, Mechanical employs a process to manage workplace injuries on a daily and weekly basis and implement actions to prevent incidents. The process results in a monthly scorecard, which tallies injury frequencies.

"I realized from the time I joined Amtrak in October 2005 that it had all the necessary ingredients to improve mechanical safety per-

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FRA Seeks Qualified Candidate for New Rail Position

The Federal Railroad Administration (FRA) is recruiting for a newly created senior executive position — the Director of Passenger and Freight Programs — that will play a significant role in future Federal programs involving investment in the rail industry in general, and the Federal Government's role in intercity passenger rail service and Amtrak, in particular.

Reporting to the Associate Administrator for Railroad Development, this position will provide executive direction for policy analyses that support the Secretary of Transportation and her designee, the FRA Administrator, as a member of Amtrak's Board of Directors, and support development of the Administration's policy on intercity passenger rail service. The Director will also provide executive direction to FRA's grant programs, including operating and capital grants to Amtrak and the proposed program of grants to states for intercity passenger rail capital improvements, and to FRA's innovative finance programs including FRA's Railroad Rehabilitation and Improvement Financing program of loans and loan guarantees for rail-related capital improvements.

FRA is seeking an energetic and innovative individual with excellent executive leadership skills for this position and is actively recruiting qualified applicants from all sources. Applications are due not later than October 31, 2007.

For more information, the vacancy announcement (FRA-07-65N) can be found on FRA's Web site (FRA.DOT.GOV) and on the Federal employment Web site (www.USAJOB.S.GOV). Questions concerning the position's specific duties and responsibilities should be directed to Mark Yachmetz, FRA's Associate Administrator for Railroad Development at (202) 493-6381 or Mark.Yachmetz@DOT.GOV. Questions concerning the application process should be directed to Nancy Coyle in FRA's Human Resources Office at (202) 493-6119 or Nancy.Coyle@DOT.GOV.

Government Affairs Team Key Information Source

Since its creation, Amtrak has relied on federal funding for both operating and capital support. As the demand for intercity passenger rail grows year after year, the increasing relevance of Amtrak in the 46 states that it serves means that the staff of the Government Affairs office interacts with a vast array of public officials at the local, state and federal levels on a frequent basis. First and foremost, Government Affairs serves as a liaison with government officials as they seek information on the company and the services it provides in their communities.

In Washington, D.C., Assistant Vice President Caroline Decker and Senior Director Patrick Edmond work diligently on Capitol Hill providing background information and data for the appropriations and reauthorization processes.

“We are Amtrak’s liaisons with government officials,” said Decker. “And, in that capacity, we work to help address their needs and concerns relative to our services. In Washington, D.C., we are a clearinghouse for information for Congress and pride ourselves in providing timely and accurate information to Capitol Hill and Amtrak’s key congressional committees.”

As part of that process, the U.S. Senate and the House Appropriations Committees made progress earlier this summer on the FY ‘08 Transportation, Housing and Urban Development and Related Agencies appropriations bills, approving legislation which includes Amtrak’s FY ‘08 funding.

The Senate bill provides \$1.37 billion for Amtrak and an additional \$100 million for grants to states for the capital costs of existing and new intercity passenger rail service. The House bill provides \$1.4 billion and an additional \$50 million for state grants. Both full houses of Congress have passed their respective bills.

“The appropriations process is an annual event and integral to the ongoing operations of the company. In addition, we closely monitor the progress of Amtrak reauthorization legislation. This will establish intercity passenger rail policy and funding levels, and will also establish a state matching program for passenger rail development,” said Edmond.

The reauthorization bill currently pending in the U.S. Senate is S. 294, the Passenger Rail

Investment and Improvement Act, sponsored by Sens. Frank Lautenberg (D-N.J.) and Trent Lott (R-Miss.). The bill has been approved by the Senate Commerce, Science and Transportation Committee, though not yet approved by the full Senate. According to Decker, the last reauthorization bill was passed in 1997 and expired in 2002.

A Day in the Life of...

Whether at the local, state or federal level, for many policymakers the Government Affairs office acts as both a portal to the company and filter for a wide range of requests.

“We have worked very hard to have a visible group of Government Affairs officers here



Assistant Vice President Caroline Decker and Senior Director Patrick Edmond are part of the Government Affairs team that serves as a source of information on Amtrak services for state, local, and federal policymakers.

in Washington and throughout the states,” said Vice President, Government Affairs and Corporate Communications Joe McHugh. “Mayors want to talk about their stations, states want to know more about corridor development, and federal policymakers ask about everything from capital investment needs to helping constituents get service-related questions answered.”

Accordingly, the staff filters through all the information Amtrak has to offer and provides it in a timely and accurate manner to those requesting it.

On the House side, Patrick Edmond is the point of contact. “Every day is different,” he said. “Although my audience may be primarily the House Transportation and Infrastructure Committee or the Appropriations Committee, my work involves all 435 members of Congress. But, the differences help me grow personally and professionally as I go about solving problems and finding the best answer to a person’s request.”

Edmond added: “A large part of the job is timing, understanding the legislative process and trying to seek a remedy to a problem that ultimately impacts Amtrak’s operations. As a [information] generalist, I have to embody our employees’ view of achieving efficiencies and always be mindful of the growth and development of the company.” On the Senate side, Decker is busy making the point that Amtrak is “a good steward of public funds.”

Addressing State/Local Issues

Many of the issues that Edmond and Decker deal with on the Hill often originate at the state and local levels. In some instances, local officials liaise with their Washington representatives to address a concern or, in some cases, they deal directly with Amtrak, in the form of regional Government Affairs offices in Chicago, New Orleans, New York and Oakland, Calif.

“Each of these offices is dedicated to addressing regional Amtrak issues, which include the continued growth and development of state-supported corridors,” said Ray Lang, senior director, Government Affairs, National and State Relations. “Secondly, the regional representatives provide assistance to state departments of transportation and key committees in the state legislatures.”

In the case of service changes, for example, the Planning department generally takes the lead, with the Government Affairs team simply acting as facilitators, setting up meetings with key local, state and federal officials.

“In many ways, Government Affairs lies at the crossroads of the company because so much of what we do has a public interest. For this reason, I make sure we work hard to build relations both inside and outside the company,” said McHugh. “In this way, we help find ways to help solve problems, spark meaningful dialogue, troubleshoot and foster healthy relationships with our stakeholders so that Amtrak continues to be a viable transportation company for years to come.”

New Retirement Savings Plan Service Provider Selected

The Amtrak 401 (k) Savings Plan will be administered by a new service provider, effective the end of the calendar year. Following an analysis of 401(k) retirement benefits, the company invited bids from a number of firms and, after a rigorous year-long review process, selected Fidelity Investments.

Just as companies across the country periodically assess their benefits packages, Amtrak examined its 401 (k) Savings Plan and determined that the market offered better values to its employees than the current provider, The Vanguard Group.

The decision to switch to Fidelity was centered on a couple key factors: the Fidelity plan offers Amtrak employees and plan participants a wider variety of investment options at a lower cost, while at the same time delivering more educational and planning resources. The Fidelity plan for Amtrak features 26 investment options in total, representing several fund families. This will include many of the funds that were available at Vanguard, as well as the Fidelity Freedom Funds®.

What this decision means is that the accounts of active employees who are current 401 (k) Savings Plan participants — just under 50 percent of the workforce — will be moved to Fidelity at the end of the year. Once the transition is fully implemented in the first week of January 2008, a rollout of the Fidelity plan to non-participating employees is scheduled for the following months.

But, the next several months will be dedicated to the transitioning of accounts from Vanguard to Fidelity. Both service providers are currently working together to ensure a smooth conversion. At press time, specific transition dates were not available; however, those dates and more detailed information about the move will be mailed to current plan participants this month. In October, transition materials will be mailed that

will include information specific to plan participants' 401 (k) balances and what employees need to do to enroll. A list of frequently asked questions about the transition is also posted on the company's Intranet site and at www.amtrakbenefits.com.

Regional meetings for current 401 (k) plan participants will be held across the country in late October and early November. The meetings are designed to provide details about the Fidelity plan and to address plan participants' questions about the transition. In addition, those employees may also call Fidelity retirement specialists starting in late October. Plan participants who want to discuss the transition may also choose to meet with Fidelity representatives at Fidelity Investor Centers to discuss their overall financial picture.

Employees who are not currently enrolled in the Amtrak-sponsored 401 (k) program will be mailed general information about Fidelity this fall. Enrollment efforts and regional informational meetings similar to those being held this fall for current plan participants will take place in early 2008.

Well known in the retirement planning industry, Fidelity is considered the nation's number one provider of 401(k) retirement savings plans. The firm is also the largest mutual fund company in the United States and one of the world's largest providers of financial services for more than 23 million individuals and institutions.

"As part of our commitment to offering our employees competitive benefits, we selected the plan that was most advantageous to our employees," said Amtrak's Treasurer, Dale Stein. "The additional investment options Fidelity offers, lower costs to employees, customer service and educational and planning resources were all key selection criteria."

Mechanical Department Shows Positive Results

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formance. Organizing the effort through teamwork has been essential to drive improvements," said Bergeron.

To date in FY '07, the FRA-reportable injury ratio is down to 2.6; the goal for the year is 2.9. "Moving forward, the safety process team is expected to increasingly assume a leadership role by centrally managing our safety programs and initiatives," he said.

However, Bergeron added that numbers alone do not accurately gauge how effectively the department manages safety. He likened it to an iceberg, with the larger, perhaps more dangerous, portion unseen. Dealing reactively with safety issues once they become FRA-reportable injuries is not as effective as a proactive approach to dealing with the underlying hazardous conditions that may spur those injuries.

To that end, Mechanical is in the midst of a 16-week campaign that began in June to deal with the spike in injuries that typically occurs in the summer and fall. The campaign involves distributing safety briefing materials designed

each week by different department members. Ivy City Mechanical employees, for example, use a checklist for self-auditing and undergo verbal quizzes at morning safety briefings.

"This approach requires employee involvement and communication and, as a result, contributes to both their awareness and personal responsibility," said Schindler.

Leadership in Action Training

Reinforcing departmental goals and objectives, a series of Leadership Workshops for managers and foremen continued over the past year, focused on making incremental changes in the four key areas of performance. As part of the curriculum, participants developed action plans that used the problem-solving, planning and organizational skills highlighted in the classes to target particular problem areas.

For example, the Equipment Standards and Compliance team has increased the reliability and availability of food service appliances by posting testing procedures online for each appliance and incorporating the processes into each preventative maintenance inspection for every food service car. The team also devel-

oped a list of every component as part of a master technical manual, which was later distributed to all Mechanical facilities.

"In addition to practical application of skills learned or reinforced in the workshop, this training effort was a valuable opportunity for managers and foremen to meet and interact with their peers from other locations," said Kathy Huss, staff officer. "It helped facilitate the understanding of respective challenges, the sharing of experiences and best practices, and the recognition of common goals."

Next year will bring more of the same for the Mechanical department, according to its chief.

"Through efforts already in progress as well as through some new initiatives, fiscal year 2008 will bring continued focus on Mechanical's goals for improved equipment reliability and availability, productivity, regulatory compliance, and safety," said Nesci. "We must continue to be catalysts for change and improvement by effective planning, communication, implementation, and measurement of results in order to reduce costs and improve our product."

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries August 2007

ALLEN-GROENEWOLD, DEBBIE
BIEHL, OLEN
BOYLAN-JONES, PATRICIA
CHOMKO, THOMAS
COOK, THOMAS
COUTURE, DAVID
HUNTE, RONALD
JONES, MICHAEL
MARIER, JOSEPH
MEDINA, BRENDA
NAGLE, RICHARD
PAPE, THOMAS
PASQUELLA, DONNA
PISANO, PAUL
SOCKET, COLLEEN
WILLIAMS, MARK
YOUNG, STEVEN

30-Year Anniversaries August 2007

ARMOUR, CLIFTON
BALDWIN, JAMES
BEHRINGER, HENRY
BENNETT, VINCENT
BISHOP, JOHN
BOGUSH, EDWARD
BOYD, ALEX
BRATTON, CHARLES
BREWINGTON, ALONZO
CALLAHAN, HOWARD
CARNEY, WILLIAM
CHOW, YAN
CISNEROS, ARNOLDO
CLETO, RAYMOND
COATES, DESMOND
COSTANZO, RAYMOND

COURT, DENNIS
COXON, PAUL
DOWD, ALOYSIUS
FLUELLEN, IRA
FOWLER, DALE
FURTAK, ROGER
GARDEN, PHILIP
GARDNER, ANTHONY
GEORGE, EDWARD
GIBBONS, EDMOND
GLATFELTER, STEPHEN
GOLA, TIMOTHY
GOMES, NORMAN
GORDIAN, JOSE
GRAHAM, KEVIN
GRAMELIS, GUS
GRAY, RUTHVEN
GRICOL, JEFFREY
HARRIS, ZORRO
HART, ROBERT
HERR, ROBERT
HEWITT, BARRY
HOULBERG, GORDON
INZERO, FRANK
IVES, RAYMOND
JACKSON, JOHN
JENKINS, ROBERT
JOHNSTONE, RUSSELL
KALMER, MICHAEL
KEELER, JAMES
KRAJEWSKI, JOHN
KURASZEK, JAMES
LANDGRAFF, DAVID
LETTIS, EARL
LEWIS, JOSEPH
LIGHTY, WILLIAM
LIMAURO, WILLIAM
LONGO, JOHN
LORAN, ALCIDES
LOWE, CHARLES

MANGINI, HAROLD
MARRO, JOSEPH
MARTINEZ, DON
MARTINI, DENNIS
MATTHEWS, MICHAEL
MAURICE, GEORGE
MCGUIRE, JEFFREY
MCMULLEN, HILBERTA
MEDORO, MARIO
MENTA, RALPH
MORONE, RONALD
MURA, ROBERT
OWARE, FREDERICK
PALUGHI, LOUIS
PATRIARCA, JOSEPH
PIERRE, ADRIEN
REZENDES, DAVID
RITTER, LARRY
ROBBINS, TIMOTHY
RODRIGUEZ, AMADO
ROSSITER, MARTIN
SACCU, ROBERT
SALVATORE, MICHAEL
SANDERS, RASHELL
SLEIGHER, PATRICK
SMITH, VIRGIL
SMOTHERS, HARRY
SPERRY, TODD
STIDHAM, ROBERT
STORY, ELWOOD
SULLIVAN, KENNETH
SUTTON, NELSON
TAGGART, SAMUEL
TERRONE, FRANK
TUCKER, DANIEL
TURTLE, JAMIE
VIOLETTI, STEPHEN
WARFIELD, ROBERT
WATSON, SAMUEL
WAY, MARK

WEBB, QUINTUS
WHITCRAFT, BARRY
WILLIAMS, CALVIN
WILLNECKER, ROBERT
YINGLING, DAVID
ZANDER, LEONARD

35-Year Anniversaries August 2007

RICHMOND, DEBORAH
THOMPSON, LINDA

Retirees July 2007

ALBANY, JAMES
ALFARO, MIGUEL
BABER, STEPHEN
BATES, JOHN
BELL, PATRICIA
BLAIR, BARNEY
BRADSHAW, JOHN
BROWN, CHARLES
BUTLER, PHILIP
CANNON, EDWARD
CARUSO, JOHN
CASHDAN, CHARLES
CHILDS, RICHARD
CIMA, ANDRE
CLARKE, EDWARD
CONNORS, ROBERT
COX, MICHAEL
DARLINGTON, WALTER
DELLI PAOLI, VINCENT
FEDORCHAK, RICHARD
GATHEN, WILLIAM
GLAB, JOHN
GOLDEN, ALAN
GRAVES, MARY
GYDOS, JEFFREY

HARRY, FRANKLIN
HASTINGS, WILLIAM
HAUFMAN, LOUIS
HAYES, WILLIAM
HENCE, JANICE
HIGH, THOMAS
HORNE, KILPATRICK
HOXTER, LOUIS
KANE, THOMAS
KULP, JAMES
LACY, JOHNNY
MASON, EDWARD
MCNULTY, CHARLES
MCZEKE, CHARLIE
MILLER, DAVID
MISTOVICH, ELI
MORECRAFT, WILLIAM
OWENS, VINCENT
PRICE, HARRY
PRITCHETT, PHILLIP
RUTTER, JOHN
SANTOS, NENITA
SMITH, WILLIAM
TAYLOR, JOHN
VELLANOWETH, JAIME
VERRELLE, RAYMOND
WHITCHER, CAROLE
WIFORD, SAMUEL
WSZOLEK, FRANK
YEARWOOD, FLOYD
ZACCAGNINO, NORMAN

P R O M O T I O N S I N M O T I O N

New Promotions Targeting Baltimore and Wilmington Theatergoers

Amtrak will serve as a corporate sponsor of the 2007-2008 season of Live Nation's successful "Broadway Across America" series at its flagship venue, the Hippodrome Theatre at the France-Merrick Performing Arts Center in Baltimore. In its 12th year, BAA will present such award-winning productions as "The Wedding Singer," "The Color Purple," "Avenue Q" and "My Fair Lady," direct from Broadway.

In exchange for a ticket between Baltimore and New York Penn Station, Amtrak, as the "Rail Transportation



Provider," will benefit from logo exposure on production playbills, print ads and the BAA and France-Merrick Web sites, along with opening night tickets for corporate accounts with VIP Lounge access throughout the season. This promotion runs through July 31, 2008.

Also, beginning this month, Amtrak is partnering with the DuPont Theatre as part of the theatre's 95th Anniversary 2007-2008 season. This season, the theatre will present touring companies of such Broadway hits as "Mamma Mia," "The Producers," "Movin' Out" and "Twelve Angry Men."

In exchange for providing the theatre with an in-kind ticket trade, Amtrak, as the "Official Transportation Provider," will receive logo placement on production playbills and the theatre's quarterly e-newsletters, as well as on the DuPont Theatre's Web site with a link to Amtrak.com. In addition, Amtrak will provide a promotional program insert for one production during the season, which will be

distributed to up to 10,000 DuPont Theatre audience members. This promotion runs through August 31, 2008.

Amtrak Guest Rewards® Fall Promotions

The new Amtrak Guest Rewards World MasterCard from Chase Bank, launched on Sept. 10, gives cardholders a chance to earn Amtrak Guest Rewards points on all their Amtrak travel and everyday purchases. Points may be redeemed for free travel starting at 1,000 points, as well as gift certificates from leading retailers and restaurants, airline miles and more.

Customers can apply for the new card at Amtrakguestrewardscreditcard.com or by picking up a brochure at a station, and will have the opportunity to earn 5,000 bonus points with their first purchase.

The program objective is to provide loyal customers with an opportunity to earn more points redeemable for train travel as well as generate additional revenue for Amtrak. Amtrak will receive an incentive payment from Chase for every approved credit application and activated card. In addition, the company receives a percentage of every dollar charged on the credit card.

The program is being promoted through several channels, including Amtrakguestrewards.com, Amtrak.com, e-mail and direct mail campaigns, station brochures, call centers, Quik-Trak machines, on-board posters, and the *Acela* message board.

Amtrak Guest Rewards is also making every ride twice as rewarding this fall with double points on all trains. The double points promotion begins on Sept. 17 and continues through Dec. 14, and will be announced via e-mail and direct mail to AGR members and online at Amtrakguestrewards.com and Amtrak.com.

The promotion will also be included in upcoming print and television campaigns.

Passengers must be Amtrak Guest Rewards members to participate and register for the offer. There is a limit of two qualifying

trips per day (one roundtrip or two one-ways) and double points will not be awarded between Nov. 20 and Nov. 27.

"My Name is Earl" Amtrak Sweepstakes

Amtrak is partnering with Twentieth Century Fox Home Entertainment for the season two DVD release of "My Name is Earl" on Sept. 25. The promotion will include a sweepstakes, an Amtrak DVD insert, counter cards and seatbacks.

The sweepstakes will run from Sept. 17 until Oct. 31. The grand prize winner will receive four round-trip coach tickets to any U.S. destination and a check for \$2,000. Five first prizes will be awarded, consisting of a set of Amtrak-branded binoculars, a backpack and the "My Name is Earl" season one DVD set. Ten second prizes will be awarded, comprised of an Amtrak-branded backpack and a "My Name is Earl" soundtrack CD. There will also be 40 third-prize awards of the soundtrack CD.

Counter cards and seatbacks will be placed in more than 90 stations nationwide to advertise the sweepstakes and DVD launch.

The insert will be in approximately 360,000 DVDs nationwide with an offer of 25 percent off the best available coach rail fare for select trains. The offer is valid for sale from Sept. 25



through Dec. 31 and valid for travel from Jan. 3 through March 19, 2008. The DVD will be available at outlets such as Amazon.com, Best Buy, Borders, Circuit City, Costco, Kmart, Sam's Club, Target and Wal-Mart.

Fall Advertising Campaign Underway

Fall advertising campaign, launched the week of Sept. 3 to support *Acela Express* and system-wide services are now in full swing.

Acela Express Campaign

To take advantage of the fall's resurgence in business travel, *Acela* will have significant advertising presence from September through November. The advertising markets include Washington D.C., Baltimore, Philadelphia, New York, Providence, R.I., and Boston.

The media plan includes television ads on morning and evening news programs, primetime shows and business-targeted cable programming in the Washington D.C., Philadelphia, and New York markets. Print ads are appearing in *The Wall Street Journal*, *USA Today* and local business journals in the targeted markets as well as in out-of-home placements (such as billboards) in select airports along the Northeast Corridor and elevator placements in select office buildings.

"*Acela Express* service has been a key driver in our results over the last several months," said Senior Director, National Advertising and Marketing Programs Gail Reisman. "This broad mix of print, online and broadcast outreach helps us keep this extraordinary momentum going into the fall and holiday travel seasons."

The *Acela Express* print campaign continues to feature distinctive creative elements from Christophe Niemann, who has illustrated many covers for *The New Yorker* and other major publications. In his illustrations for Amtrak, the train itself becomes a visual metaphor for the many amenities travelers can expect to find on board: conference tables, the café car, power outlets and comfortable reclining seats.

To further target business travelers, significant online advertising is placed within various search engines and on content sites.

System-wide Campaign

This campaign includes television ad placement on the Weather Channel in the top 21 markets and print advertising in the major daily newspapers in select markets and in national and regional magazines, such as *Budget Travel*, *National Geographic Traveler*, *Midwest Living* and *Sunset*.

Out-of-home advertising is a major component of this campaign as well, with advertising appearing nationally on CNN in various airports, billboard placements in the Los Angeles, Chicago, Seattle, Denver and Orlando airports and large billboard placements along the major highways leading to these airports. Additionally, significant advertising is placed on various Internet travel sites such as Orbitz, Travelocity, Expedia and search engines such as Google, AOL and MSN.

"With the high cost of gasoline, increased traffic congestion and erratic airline service," said Director, National Advertising Darlene Abubakar, "there has never been a better time to broadly promote the benefits and advantages of train travel."

The system-wide campaign continues to use the updated Michael Schwab illustrations introduced in September 2003. Ads still promote select city pairings and special tactical pricing offers will be featured as they become available.

Both campaigns support an Amtrak Guest Rewards® Double Points offer that will be valid on all trains and for travel between September 17 and December 14. To earn the double points, travelers must be Amtrak Guest Rewards members and must first register at Amtrakguestrewards.com or by calling 1-800-307-5000 and selecting option 2.

Amtrak®
2008 Wall Calendar
Photo Contest
Ends Sept. 21

FOCUS!

Will your photo
of an Amtrak train
be featured on
the Amtrak 2008
wall calendar?

All "Picture Our Train" 2008 Wall Calendar Photo Contest submissions must be postmarked by Sept. 21 and received by Sept. 27. The First Prize winner will receive a \$1,000 Amtrak travel voucher and photo credit. **Go to www.amtrak.com/photocontest for more information and complete contest rules. Contest ends Sept. 21.**



Amtrak is a registered service mark of the National Railroad Passenger Corporation.

Downeaster Fifth Roundtrip Inaugurated



Photo: Margaret Sherry

Maine Gov. John Baldacci greets a passenger detraining a Downeaster train at the Portland Transportation Center as part of an August 17 event introducing the service's fifth roundtrip. Managed by the Northern New England Passenger Rail Authority (NNEPRA), the popular Boston-Portland service's new schedules also reflect reduced trip times. Through August, ridership this fiscal year rose 5 percent over the same period last year.

FRONT LINE FOCUS

Dear Amtrak:

Earlier this month, I took my family down to Sacramento, Calif., ... and we opted to use the Amtrak *Coast Starlight* as our means of conveyance. Our return journey began in Sacramento with a departure time of 11:59 p.m. ... but the train was about an hour late, so all the passengers who had cooled their heels on a chilly platform ... were more than eager to get on board and find a seat.

The reason I'm telling you this is because I was completely impressed with the calm manner in which the coach attendant, Ms. Roshawn Gooden, dealt with the tired and irritable passengers. [In spite of the complaints], Ms. Gooden continued to be kind and patient and diligent in pursuit of finding them the right seat on the right coach alongside their loved ones. She never once lost her cool nor gave any sign of discomfort or displeasure.

I can only imagine how some other people — I included, no doubt — would have reacted to such a demanding crowd...

Sincerely,
Coast Starlight Passenger

Dear Amtrak:

My wife and I rode the *Empire Builder* from St. Paul, Minn., to Seattle. We had never traveled with sleeping accommodations before. Reservations were initially made by friends and we were somewhat uncertain as to exactly how things worked.

But all our doubts and worries ended when we went to St. Paul to get our tickets. As luck would have it, we were helped by [Ticket Clerk] Brian Cutter. He helped us in several ways, seeing better than we did just what help we needed. He even helped us with finding parking for our car while we were gone and gave us information on how to cope with the light rail and bus systems in St. Paul and Minneapolis. We left on our trip with a good feeling toward Amtrak and Cutter was special.

Sincerely,
Coast Starlight Passenger

Extraordinary People Doing Extraordinary Things

continued from page 4

1984 communications graduate from the University of New Hampshire. "There are no bad applications. These kids are fantastic."

O'Connell would not discuss the number of applications received each year or the total funds awarded over the past 11 years. But, the 21-year employee operates according to a rock-solid creed: "It doesn't matter where or how you honor achievement in this world, as long as you do."

Amtrak Remembers WTC Victims



Photo: Yasmine Ling

In remembrance of those who lost their lives in the terrorist attacks on the World Trade Center on Sept. 11, 2001, the Northeast Division held a 9/11 memorial service at New York's Penn Station. Superintendent, Passenger Services Michael J. Gallagher (center) who served as master of ceremonies for the event and led a recitation of the Pledge of Allegiance, was among several Amtrak notables on hand for a wreath-laying ceremony in the station's rotunda.

The ceremony also included the Amtrak Police Pipes and Drums and an Honor Guard, an invocation by Amtrak Police Lt. Richard Ronaldo (right), a moment of silence for the victims, and a trio of inspirational songs by Police Officer Aliccia Caccioli (left).

Funding for N.Y. Tunnels Safety and Security

continued from page 6

the six tunnels aboard 1,200 trains that move through the tunnels every weekday.

"These tunnels were first put into service in 1905 and were originally equipped with fire and life safety systems suitable for the demands of the time," said Alleman. "This project replaces an aging and inefficient system with modern, computer-controlled ventilation management systems, new fire suppression standpipes, and improved access and evacuation routes."

A Monthly Publication
for and by Amtrak Employees

A M T R A K

ink

Volume 12 · Issue 9 · October 2007



Amtrak, Mich. Central Agreement Protects Michigan Services

A new agreement between Amtrak and Michigan Central Railway aims to uphold the performance standards of the *Wolverine* and *Blue Water* services in Michigan. Norfolk Southern Railway Company and Watco Companies formed Michigan Central as a joint venture to operate freight service on former Norfolk Southern rail lines between Ypsilanti and Kalamazoo; between Jackson and Lansing; and between Grand Rapids, Mich., and Elkhart, Ind. Amtrak's *Wolverine* service uses the Ypsilanti-Kalamazoo line, and *Blue Water* uses the Kalamazoo-Battle Creek portion of that line. Michigan Central has also proposed acquiring Norfolk Southern's freight trackage rights on the Amtrak-owned line west of Kalamazoo to the Michigan-Indiana state line.

In response to this proposal, Amtrak and Michigan Central have reached an agreement on maintenance and investment levels for the rail line between Ypsilanti and Kalamazoo, Mich.

"When the Michigan Central transaction was announced in July, a number of constituencies expressed concern regarding the impact on passenger rail service in southern Michigan," said Assistant Vice President, Host Railroads Paul Vilter.

At issue was whether the Kalamazoo-Ypsilanti line used by Amtrak would be maintained by Michigan Central to the standards

required to continue passenger operations at 79 mph. Additionally, Amtrak, the Federal Railroad Administration (FRA) and the state of Michigan have invested millions of dollars into track work and signals to raise speeds to 95 mph, and eventually 110 mph, on the Amtrak-owned line west of Kalamazoo. Amtrak, FRA, and the state were concerned about losing the value of this investment if the Michigan Central line east of Kalamazoo deteriorated.

Amtrak's agreement with Michigan Central calls for specific maintenance and capital investment benchmarks to ensure that the Kalamazoo-Ypsilanti line will continue to support at least 79 mph passenger train operations. If Michigan Central fails to meet these benchmarks, Amtrak can draw on a letter of credit to pay for maintenance and capital investments.

"With this agreement in place, Amtrak service between Ypsilanti and Kalamazoo will not only be protected, but we also anticipate opportunities for growth and improvement," Vilter said.

In terms of future opportunities, Vilter added that Amtrak hopes that service speeds and frequencies on the Chicago-Detroit/Pontiac, Mich., route can continue to increase if funding is made available by the federal government and/or the state of Michigan. "We also antici-

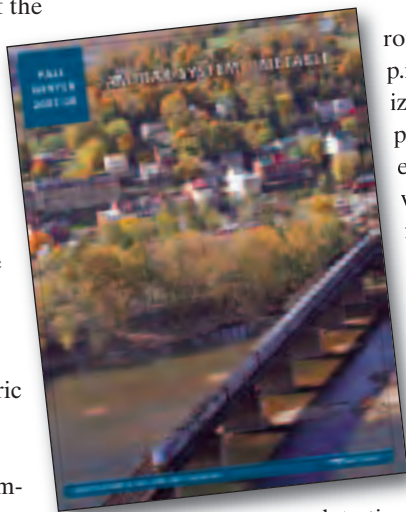
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New Timetables Arrive This Month

Shown on the cover of the Fall 2007-Winter 2008 System Timetable, the eastbound *Capitol Limited* is captured crossing the spectacular confluence of the Potomac and Shenandoah rivers, where Maryland, Virginia and West Virginia meet.

The scene depicts a beautiful fall day at historic Harpers Ferry, where the Harpers Ferry National Historic Park recently completed a \$2 million renovation of the local Amtrak station.

The new system timetables that are being shipped to stations this month include minor schedule adjustments, which become effective on Oct. 29.



Along the *Empire Service* route, Train 244, departing at 4:15 p.m., replaces the lightly patronized mid-afternoon Train 240 to provide New York state employees and other business travelers with a reliable pattern of afternoon trains.

Due to ongoing track work being performed by Canadian Pacific and CSX Transportation, time has been added to the *Adirondack* and the *Palmetto*. Time has also been added to the

Adirondack to better accommodate time for border-crossing procedures.

In the Pacific Northwest, the schedules shown on the Amtrak *Cascades* route reflect those that will be in effect when the Talgo equipment, which is undergoing repairs, is

fully back in service. The repaired trainsets are being rotated into service, with all trainsets expected to be in service by early November.

Unlike past issues, the Fall/Winter System Timetable will be printed in two editions to accommodate several maintenance-of-way projects. A revised edition will be published in January 2008.

The Northeast Corridor Thanksgiving edition will be printed as usual, which will supersede the Fall/Winter timetable between Nov. 20 and 26.

Something New Inside

For the first time, viewers paging through this issue will find paid advertising from a number of major corporations including GEICO, Carnival Cruise Lines, Hyatt Regency and Budget Rent A Car.

"With a circulation of 1.4 million, the Fall/Winter and Spring/Summer system timetables offer advertisers the ability to reach

continued on page 4

T R A I N O F T H O U G H T

When I reflect on the course we're taking toward the next five to 10 years, I'm reminded of what Baseball-Hall-of-Famer Yogi Berra was reported to have said, "The future isn't what it used to be." With the strength of our partnerships behind us, I believe we can steer Amtrak toward a future that holds the promise for more robust passenger rail in America.

One of our keys to thriving is strengthening our partnerships with states. The other day, Wisconsin's Secretary of Transportation, Frank Busalacchi, paid our Washington office a visit. One of our most steadfast supporters, Busalacchi also chairs the States for Passenger Rail Coalition, which is a group of state departments of transportation that supports intercity passenger rail initiatives and advocates for federal funding. Secretary Busalacchi has been a leading voice for rail expansion, and we discussed our operation in his state.

Consider the investment the state has put into the stations along the route of the Chicago-Milwaukee *Hiawatha Service* — Secretary Busalacchi described the soon-to-open Milwaukee station, into which the state and city have made significant investments. He noted that the facility anchors development in that area of town, with new restaurants expected to draw more people to the station. Over the last 16 months, work has been done to completely gut the 1960s building. Our Transportation department employees are now in new office space on the second floor and our ticketing operation occupies the east end of the building. I think they're happy to settle down in their new space.

Down the road a bit is the Milwaukee Airport Rail Station, a brand-new facility that the state opened last year. The two Quik-Trak kiosks there are well used, generating about 5,000 tickets every month — more than any other unstaffed station in the system.

Last year, with a grant from the state, the city of Sturtevant built a beautiful new station down the line from the old station, which had fallen into a state of disrepair. The station will likely see more traffic once it gets a Quik-Trak kiosk in the next couple of months.

So if you are a *Hiawatha* passenger, every station in Wisconsin on the line is new or has been rebuilt in the past few years. Even Glenview, which was built in 1994, is a fairly modern station. The condition and appeal of the stations, not to mention the service's 89 percent on-time performance, help boost ridership growth on the *Hiawathas*.



Alex Kummant

That's not to say that there isn't room for improvement — and there always is. We're currently working on improving the cleanliness of the trains and the condition of the equipment, both concerns raised by our customers (our passengers and the state).

Our stations are the bookends of our passengers' travel experiences, and our partnership with Wisconsin greatly enhances those experiences and helps drive ridership. The relationship we have with this state is one of a number of fruitful partnerships that will continue to help build the future of Amtrak and passenger rail in the years to come.

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2007 President's Safety and Service Award Recipients

Amtrak Ink

Vol. 12, Issue 9, October 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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30th Street Station Earns Association Award

The 30th Street Station in Philadelphia was recently recognized by the Building Owners and Managers Association (BOMA) of Philadelphia as the Office Building of the Year in the government building category. Because the federal government owns all of the Amtrak preferred stock, and its board of directors is appointed by the president and approved by the U.S. Senate, the Amtrak-owned 30th Street Station qualifies for recognition in this category.

Established in 1985, the “TOBY” Award is considered the most prestigious and comprehensive program of its kind, recognizing quality in office buildings and awarding excellence in office building management.

The 30th Street station was recognized for its outstanding maintenance, custodial and environmentally friendly cleaning programs. In May, the Facilities department, along with U.S. Equities, a Chicago-based facilities management firm, examined ways to implement “green cleaning” in its custodial cleaning programs and evaluated the potential benefits to the station. The Facilities team made the transition to use eco-friendly cleaning products, and installed hands-free paper and foaming soap dispensers in all restrooms in the building, including the office towers, retail spaces and main concourse.

“There is growing evidence that green cleaning provides a variety of benefits — whether for the environment, the facility, its occupants or the cleaners themselves,” said Property Operations Manager Elise Minor of U.S. Equities, who worked with Rich Cillo, 30th Street Station facilities director, on the station’s award-winning program.

Minor added that, “Our goal is to enhance the image of 30th Street Station and provide exceptional facility services. This award is the recognition of our collaborative effort.”

TOBY Award recipients are judged on the effectiveness of their overall management in 11 categories, including community impact, tenant relations, energy management, emergency preparedness and training for personnel. Detailed property inspections, building standards and photographs complete the entry portfolio and allow the judges to thoroughly examine all facets of the property and management.

“We are extremely proud of the hard work and commitment to task displayed by our Facilities Management team here in Philadelphia,” said Daniel Karczeski, deputy



Photo: Marie Desmarais

(L to R) Facilities Director Rich Cillo is joined by TOBY Committee Chairwoman Michele O’Keefe; Candace Sortino, general manager, U.S. Equities; and Property Operations Manager Elise Minor, U.S. Equities, after Amtrak’s 30th Street Station was awarded a TOBY Award for the building’s outstanding maintenance, custodial and environmentally friendly programs.

division engineer, Mid-Atlantic division, “which, along with our partners from U.S. Equities, developed the plans and initiatives that culminated in our recognition as a TOBY award winner.”

Founded in 1916 to serve the real estate communities of greater Philadelphia, southern New Jersey and Delaware, BOMA Philadelphia is one of the largest organizations of property management professionals in the Philadelphia area.

Nation’s Capital Marks 100 Years of Train Service

On Oct. 27, 1907, the first train — a Baltimore and Ohio passenger train from Pittsburgh — arrived at the still-unfinished Washington Union Station, technically marking the start of service at the historic landmark once designed to be the entrance to the nation’s capital. Over the 100 years since that first B&O train arrived, passenger rail travel has met several significant milestones.

During World War II, it was estimated that as many as 200,000 people passed through Union Station in a single day, traveling on train service provided by The Baltimore and Ohio Railroad Company (B&O), The Chesapeake and Ohio Railway Company, The Philadelphia, Baltimore and Washington Railroad Company (PBW), Southern Railway Company, and Washington Southern Railway Company. With each owning 50 percent of the capital stock, B&O and PBW jointly controlled what was then known as the Washington Terminal Company, which was incorporated on Dec. 6, 1901. The Washington Terminal Company eventually became a subsidiary of Amtrak in 1981, and still owns about five miles of track in Washington.

Despite the ups and downs of passenger rail travel and the deterioration of Union Station over several decades, the station was magnificently restored, and train travel to and from Washington is now booming. Along the

Northeast Corridor, for example, total ridership between October 2006 and Aug. 31, 2007 is at 9.1 million, 6.3 percent higher than the same period last year. Even Union Station itself, with its facelift in the 1980s, is experiencing an increase in visitors; its retail center and restaurants draw more than 32 million people each year.

Train service in the city by the Potomac has a rich and storied history and, while the Washington Terminal Company (WT) is arguably a relic of a bygone era, it is a history that should hardly be forgotten. Instead of destroying reams and reams of old WT records, Amtrak donated financial and operating ledgers, annual reports and various other corporate documents to the B&O Railroad



Photo: Kevin M. Briscoe

Operating ledgers like the one shown above are currently housed in a storage facility at the B&O Railroad Museum in Baltimore.

Museum in Baltimore.

“In 1993, there was no more room in our storage cages for any more records and they desperately needed to be cleaned out, and many of

Dear Co-workers,

I just wanted to take a moment to acknowledge those responsible for the improvements in the *Keystone's* on-time performance between Philadelphia and Harrisburg. Over the past seven months, *Keystone* OTP in the Mid-Atlantic Division has been consistently high, ranging from 92 percent to 96 percent. This reliability can be attributed to the cross-departmental efforts of our employees and the support of our state partner, the Commonwealth of Pennsylvania.

From reducing dwell times at stations to upgrading our track and signals and efficiently maintaining our equipment, employees have made significant contributions to the overall performance of the *Keystone Service*.

With the start of the all-electric service in October 2006, Mechanical employees successfully overcame a significant learning curve in understanding the intricacies of a high-volume push-pull operation. Changing from diesel to electric, employees had to learn how to execute operating and mechanical plans for the new equipment.

The Mechanical team and managers at Harrisburg became adept at servicing, troubleshooting and repairing the AEM-7 locomotives, cab cars and the pantograph system, which transmits power from the catenary to the locomotive.

Additionally, the T and E crews gained valuable knowledge and experience operating electric locomotives, which is considerably different from the diesel engines to which they were accustomed.

Between May and August, Engineering crews rebuilt Tracks 1 and 4 between Philadelphia and Paoli, Pa. And, thanks to the joint efforts of Engineering, Scheduling and division employees working closely with SEPTA and the Pennsylvania Department of Transportation, schedules were developed that resulted in minimal service delays.

Other departments that contributed to the success of the *Keystone Service* include our Customer Service station employees who are often the first employees to welcome our passengers. They too should be commended for consistently delivering excellent service to our passengers.

Traveling at speeds of up to 95 mph, service is faster, noticeably smoother and more reliable — and our passengers realize this. *Keystone* ridership during FY '07 grew 20 percent over the previous year, proving that the commitment of our employees is truly paying off. And, through the gains we have made so far, the *Keystone Service* demonstrates the value of building strong relations with our state partners.

During FY '08, I look forward to seeing continuous improvement over this corridor and I encourage our employees to keep up the good work and realize that the smallest incremental gains can add up to great achievements.

Sincerely,



Darryl Pesce
General Superintendent, Mid-Atlantic Division

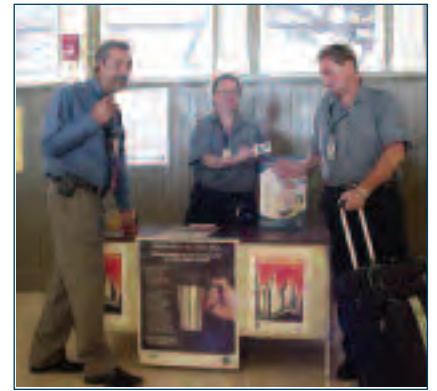


Photo: Jim Carey
At the Harrisburg station, District Manager of Stations Rich Esposito responds to a radio call as Baggage Clerk/Red Cap Pam Albert hands Lead Baggage Clerk Mike Flaherty a luggage tag for a passenger's carry-on suitcase. Employees at the Harrisburg station served nearly 465,000 passengers in FY '07.

New Timetables

continued from page 1

many travelers," stated Joe Wenclawiak, Marketing manager, operations. "And unlike many forms of print advertising, the timetable is a unique, powerful medium that travelers refer to repeatedly over an extended period of time."

Two new policy changes will also be included in this edition of the timetable. Effective Oct. 29, personal checks will no longer be accepted for payment of Amtrak services, except for group travel arranged through Amtrak's Group Desk. In addition, Canadian coins are no longer accepted, except on the *Maple Leaf* between Toronto and Niagara Falls, Ontario.

Schedules Produced in Many Forms

Other timetable products being produced include wallet and panel cards that show individual schedules for specific corridors and long-distance trains, downloadable wallet and panel schedules posted on Amtrak.com and laminated cards for Northeast Corridor, *Empire Service* and *Keystone Service* conductors. The timetable is also available on CD for international distribution.

System timetables, wallet cards and panel cards will be sent to stations, travel agents, hotel concierges, chambers of commerce, libraries, universities and state partners. Employees may request these items through eTrax and consumers may order timetable products at Amtrak.com or by calling 1-800-USA-RAIL.

Injury-Free Tally Reminds Empire T & E Crews to Work Safely

As the assistant superintendent in charge of train operations in the Empire District, Kevin Chittenden — in concert with District Superintendent Tom Connolly — is tasked with instilling a philosophy of safe operations among Train & Engine employees. This philosophy, he said, is based on a keen awareness of the importance of safety in the workplace, and has resulted in continuing a stretch of 267 days — as of press time — without an FRA-reportable injury.

“In the past, most — if not all — T&E employees didn’t have any idea when the last injury occurred or how long the department had been injury-free,” said Chittenden, who is based in Rensselaer, N.Y. “We want everybody to be mindful of safety.”

Crew base awareness now comes, to a degree, in the form of a large electronic sign that tallies the number of days the crew base has been injury-free.

In place since early August, “The sign is very important because it’s located in such a way that it’s the very first thing T&E employ-



The Empire District has not had an FRA-reportable injury or accident since Jan. 9.

Photo: Scott Hartley

ees see when they come on duty,” Chittenden said. “It therefore stresses the importance of working safely, and gives them instant feedback as to just how well we are doing in working without being injured.”

Chittenden added that feedback from the crews about the safety sign has been positive. “They appreciate all of the information we can share with them.”

Safety awareness among the Empire T&E crews is augmented by safety briefings as part of regular job briefings with the crews. “To further awareness, we also meet with employees who have sustained on-the-job injuries to determine exactly how the injury occurred and how similar injuries can be avoided,” said Connolly.

To date, Empire District T&E’s FRA-reportable injury ratio is at .77 — against a goal of 1.7 — compared to the same period last year when it was 2.3, a considerable reduction but even more remarkable when compared to 2005 when the ratio was a whopping 9.1.

The Albany management team is committed to safety and dedicated to keeping the injury ratio low and striving for zero injuries.

“The last words that a crew, rail foremen or trainmasters will hear from me as they head to their trains are ‘Have a safe day,’” said Chittenden.

Kudos to the Commuter Rail Service Team

Mid-Atlantic Division Train and Engine crews who operate MARC Train Service and Virginia Railway Express and the Washington Union Station employees assigned to MARC trains have demonstrated a personal commitment to safety. The 97-member team has worked without an FRA-reportable injury for over a year — MARC employees have not had an FRA-reportable injury since August 2006 and VRE employees have maintained this safety record since March 2006.

“Whether a conductor is assisting a disabled passenger, a station agent is loading luggage or an engineer is troubleshooting an engine problem, each of our employees has developed a mindset that safety is an integral part of their job,” stated Assistant Superintendent Commuter Services Albert Scala.

According to Scala, the MARC Baltimore and VRE Ivy City safety committees’ peer discussions, safety walk-about and Operation Lifesaver involvement has also had a tremendous impact on the Commuter Service group’s safety record.



Photo: Kevin Keys

Before departing the Manassas, Va., station, Conductor and VRE Safety Committee Member Kenny Bliss (left) conducts a safety briefing with Assistant Conductor Brian Eden (center) and Locomotive Engineer Floyd Turner. Amtrak provides train operations, dispatching and equipment maintenance services for the VRE commuter service.

Conversation About Strategic Partnerships

Editor's note: Among the key issues driving the growth of the company are its relationships with its state and freight partners. Amtrak Ink met with Anne Witt, vice president of Strategic Partnerships and Business Development, to learn more about the scope of her department's responsibilities and how they relate to the company's short- and long-term goals.

Amtrak Ink: Can you describe the role your department — Strategic Partnerships and Business Development — plays at Amtrak?

Ann Witt: When creating our department, President and CEO Alex Kummant included the key functions that are also critical to driving Amtrak's growth: developing and sustaining the partnerships for our state-supported services and commuter operations, improving our relationships and outcomes with host railroads, and managing our real estate assets.

"Amtrak will continue to look to capital investment for capacity expansion as keys to long-term growth, as well as strong attention to maximizing the performance of current assets."

Anne Witt

vice president,

Strategic Partnerships and Business Development

AI: Why is there so much discussion of state-supported corridor service?

Witt: I used to see Amtrak as a long-distance network that had some key corridors. I believe the future will see Amtrak as a network of corridors having its footprint on, and connected by, the long-distance network. The growth we're seeing in passenger rail is in corridor service, typically distances of 100 to 400 miles with multiple daily frequencies, such as our *Capitols*, *San Joaquins*, *Hiawathas*, or *Keystones*.

States are expanding this type of service because of airway and highway congestion, a need to connect growing communities, and changing attitudes toward climate change, not to mention volatile gas prices. Amtrak currently operates service in partnerships with 14 states, but it's exciting to realize we're currently interacting at various levels with 36 states,

as they look to passenger rail as potential solutions to their state transportation needs.

California is an established leader in passenger rail investment and development of corridor service, but now the action is national. This past year the greatest growth was in Illinois, as they expanded service in the Chicago to St. Louis, Quincy and Carbondale corridors, and are assessing the current study of service to Rockford. Pennsylvania has made significant investments in our Keystone Line infrastructure; Maine and Washington are adding new frequencies; and Virginia is actively evaluating increased Amtrak service and has asked us to participate in the planning process. Texas and Florida are getting serious about rail, as the nation's population continues to move south. Examples abound.

AI: Does your department see similar growth happening in commuter services?

Yes. We work with the commuter services we operate on behalf of others, like Sounder, MARC and VRE, as well as those we host on our own railroad on the Northeast Corridor, such as SEPTA and NJT. Each is experiencing and planning for more growth, which create operational and capacity challenges. We're therefore involved in a major planning effort with all

the Northeastern states which utilize our infrastructure on the NEC, so that we can define the capital needs — beyond those already identified to get to a state of good repair — that will accommodate and enable growth, and of course wrestle with the question of how the various partners participate in the planning and financing of that growth.

AI: Given the challenges we already have getting trains to operate on time, how do we manage all these new services?

Witt: Now you see why host railroad relationships are part of the department's responsibilities. We understand the success of rail service is directly tied to customer satisfaction, and that on-time performance is one of their top issues, so we're keeping that focus on our long-distance lines, as well as finding ways to accommodate new corridors. Another one of our challenges is the drop in OTP on our cor-



ridors, which we will be addressing with the freights. While we aren't ignoring the enforcement of our legislative rights with respect to access, we're working hard to find ways to collaborate with our freight railroad hosts to create win-win outcomes.

Recent examples of that are "get well" plans we've negotiated with the Union Pacific and CSXT for the *California Zephyr* and *Auto Train*. In both cases we gave a little — agreeing to add some time to the schedule, in order to allow them time to make significant investments and repairs to their infrastructure. This allows for lasting capacity improvements which can return our trains to improved performance and consistent OTP. Last year *Auto Train's* OTP was 17 percent; this year we've had 100 percent OTP weeks in each of the last four months.

Amtrak will continue to look to capital investment for capacity expansion as keys to long-term growth, as well as strong attention to maximizing the performance of current assets. That's why we're excited about the fact that this year's pending appropriation bills include state matching funds for intercity rail for the first time in history.

AI: How does real estate fit into the mix?

Witt: Real estate is also very strategic because ultimately there's no service without a station and other support infrastructure. There are opportunities to negotiate for larger parking lots and other transactions that support growing ridership. It's also strong revenue generator; we expect to bring in an additional \$2.5 million in revenue through real estate transactions this fiscal year over the \$50 million we

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already achieve. In addition, the New York Penn Station and Chicago Union Station redevelopment projects are examples of Amtrak key assets that are currently the subject of exciting plans and being managed

“... we have planning tools and a menu of Amtrak services to help states understand the three-to-four year process required to properly develop a new service, and to help keep Amtrak’s offerings consistent and recognizable across the country...”

closely by our department to ensure our rail needs are addressed and our financial stake is properly maximized.

AI: With so many different — but intersecting — areas of responsibility, how is the department structured?

Witt: The key to our success is to be sure we’re working closely with all of the other Amtrak departments. As we develop these growth relationships and opportunities, we’re also creating change and more work for others, and it’s important we stay connected and informed so we make smart decisions. That’s why we decided to structure our state and commuter efforts around three regions — so we’re closer to both our external and internal partners. Drew Galloway heads those functions in the East, Mike Franke in the Midwest, and Don Saunders in the West. The Host Railroad group, managed by Paul Vilter and Real Estate, led by Bruce Looloian, lend support to the others while managing their own national workloads.

And, to tie it together, Paul Nissenbaum heads our policy, standards, and integration functions. In this way we aim to have planning tools and a menu of Amtrak services to help states understand the three-to-four-year process required to properly develop a new service, and to help keep Amtrak’s offerings consistent and recognizable across the country, while still tailoring the service to our state, commuter, freight or real estate partner’s needs.

AI: What are the key reasons others look to partner with Amtrak?

Witt: Most obvious are our experience and expertise in rail operations and engineering, combined with our statutory access rights to freight rail territory. But it’s becoming clear that our ability to provide and maintain equipment is equally important and becoming a key selling point. My group is working closely with the Planning department to develop a strategic equipment plan that outlines our equipment needs based on the demand

and in accordance with standard specifications.

While we have dedication and know-how, we’re in an increasingly competitive business. When we’re being compared to other options, all of the things we do to make our operation more efficient makes us even more competitive — in that regard, everyone in the company is making a contribution toward our growth.

Yannuzzi Appointed General Superintendent, Southwest Division

Transportation Vice President Richard H. Phelps recently announced the appointment of Joe Yannuzzi as general superintendent, Southwest Division.

“Joe will provide the leadership within the Southwest Division to excel in safety and operating rule compliance,” said Phelps. “He is an



advocate for customer service, and his commitment to service delivery will resonate throughout the division. As we reorganize the Transportation department, Joe’s overall experience in all facets

of the operation will be invaluable to the growth and success of our operation.”

Yannuzzi most recently worked as senior director-technical lead in the Strategic Partnership and Business Development department, responsible for handling commuter contracts and new business opportunities.

Conductor for a Day

Evan (center) greets a passenger under the tutelage of Downeaster Assistant Conductor Jim Nawrocki. After contacting the local chapter of the Make-A-Wish Foundation, Nawrocki hosted eight-year-old Evan, whose wish was to be a member of an Amtrak train crew for a day.

Photo: Jim Nawrocki





Photo: Charles Repnow

Small-Town Station Achieves Big Milestone

Celebrating the 100th anniversary of the Great Northern Depot in Rugby N.D., (L to R) Station Agent Duane Veach, District Manager of Stations Rick Johnson, Mayor Dale Niewoehner and frequent Amtrak traveler Kathy Kirchofner gather at an open house held in August to mark the centennial. Over 300 visitors were treated to a display of postcards that showcased photos of the station from its early days to the present.

Located in a small town with a population of nearly 4,000 the Rugby station served nearly 6,800 Empire Builder passengers last year.

Heartland Flyer Celebrates its Half-Millionth Passenger

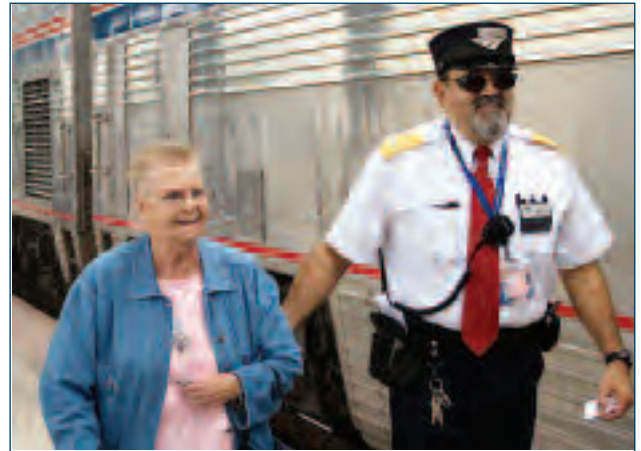


Photo: Russell Perkins

Conductor Robert Villarreal escorts Heartland Flyer rider Marilea Hoffman to the train at the Oklahoma City station. Last month, the Heartland Flyer celebrated a milestone — its 500,000th passenger. Based on her reservation number, Hoffmann was chosen to represent the half-millionth passenger when she boarded the train at the Paul Adams Memorial Platform in Oklahoma City. Hoffman, a frequent Heartland Flyer passenger, was welcomed by local officials, employees and members of the media at Oklahoma City and Fort Worth, Texas.

Hoffman was presented with gifts by the Oklahoma City Chamber of Commerce, Heartland Flyer Coalition and the Fort Worth Convention and Visitors Bureau, in addition to receiving a complimentary roundtrip on the Heartland Flyer and Texas Eagle for her support of the service.

Nation's Capital Marks 100 Years of Train Service

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the records were Washington Terminal Company records,” remembered Mona Minnick, financial analyst. “[Assistant Inspector] Dave Denaro and I sorted through all the stuff and contacted [Director, Business Operations] Nancy Ernest and Records Management to see what could be done with all of it.”

Ernest worked with former Chief Operating Officer Stan Bagley, recently deceased, and, during a meeting with the WT board of directors, it was decided that the records — more than four tons — could be destroyed.

“The ledger books, which were very large and heavy were slated for destruction but, because of their size, were not easy to destroy,” said Minnick.

After being left in a smaller storage cage for years, the notion of offering this glimpse into the past to an interested party gained momentum. “I thought they had historical value,” Minnick added. “That’s when [Baggage and Express Manager] Don Skinner and

[Administrative Chief, Public Health] Bill Hamlin got involved.”

“We chose the B&O Railroad Museum for a couple of reasons,” said Skinner. “One, B&O once held a 50-percent ownership stake in Washington Terminal and two, the B&O Museum has a serious group of curators, and the museum is officially associated with the Smithsonian Institution.”

Because the records are “pretty dirty” at the moment, according to museum Chief Curator David Shackelford, they are not on display and are only available to researchers. Currently, this glimpse into the past will be housed in a storage facility of the museum’s Hays T. Watkins Research Library, perhaps well past next year’s centennial celebration of the official opening of Union Station. “We do not have plans at this point for display, due to limited funds,” added Shackelford. “We may consider it if Union Station was doing something special, assisting as we are able, but we do not have plans to do so at this point.”

Culinary Advisory Team Brings Fresh Ideas to First Class Meals

Starting this month, *Acela Express* First class menus will reflect the collaborative efforts of the Amtrak Culinary Advisory Team, a group of culinary experts with over 140 years of experience who were selected to develop recipes and meal creations for the premium service.

The 10-member team is comprised of two executive chefs and three regional chefs from Amtrak's Food and Beverage department, two chefs from Gate Gourmet, two from Cuisine Solutions and Michel Richard, the executive chef and owner of Washington D.C.'s highly acclaimed Citronelle restaurant and recipient of the James Beard 2007 Outstanding Chef and Outstanding Wine Service awards.

The team came together at Amtrak's test kitchen for a three-day workshop in Wilmington, Del., in July. Under the direction of Tim Costello, manager of Product Development, NEC and State Supported Trains, the group set out to develop the fall/winter menu selections.

"The chefs were given a variety of raw products and ingredients and were asked to create a seasonal selection of meals that are nutritious and appetizing," stated Costello. We shifted from cold menu items that were offered on the spring and summer menus to more hot dishes, including items that some people consider 'comfort foods.'"

Emphasis was also placed on incorporating a variety of products — commonly referred to in the culinary industry as "superfoods" — that promote a healthy diet. For example, the fall/winter menu will offer a 72-hour braised short rib with dried goji berry sauce. Rich in antioxidants with a slightly sweet and sour taste, goji berries have been used in China for thousands of years to boost the immune system, improve eyesight, and enhance circulation.

"We've also made a conscious effort to eliminate trans fats from our menu and added oatmeal as a breakfast option, which is a good source of protein, complex carbohydrates and iron," said Costello.



Photo: Cade Martin

During a meeting last month, the Amtrak Culinary Advisory Team gathers for a photo at Executive Chef Michel Richard's Washington D.C., restaurant, Citronelle. Seated L. to R. Manager Product Development, Long Distance Services Daniel Malzhan; Manager of Product Development, NEC and State Supported Trains Tim Costello; and Michel Richard. Standing L. to R. Executive Regional Chef Christian Hannah, Gate Gourmet Corporate Executive Chef Bob Rosar, Cuisine Solutions President and Corporate Executive Chef Gerard Bertholon, Gate Gourmet Executive Chef Kevin Miller and Cuisine Solutions Manager On-Board Services, North America John Hemmer.

gers in FY '07 *Acela* ridership exceeded expectations and customer satisfaction is been high.

From the start of the fiscal year through August, an overall Customer Satisfaction Index (CSI) score of 83 percent was up 6 points over the same period last year. CSI scores for the availability of food service was 11 points higher than last fiscal year, the score for the variety of food rose 8 points and the quality and freshness of food was up 6 points.

Quik-Trak Kiosks Grow in Popularity

With 219,726 tickets sold, the 21 Quik-Trak self-serve ticketing kiosks in New York's Penn Station accounted for more than two-thirds of the station's total ticket sales during the month of August. This August's Quik-Trak sales were also 21 percent higher than last year.

"With just 21 machines, and two more on the way, New York's Quik-Trak percentage of total ticket sales is the highest in the country," according to Chuck Simmers, Quik-Trak manager. "It's amazing."



With 209 kiosks installed across the country — with a Phase II installation currently in progress — system-wide numbers are equally impressive. More than 1.6 million tickets were sold in FY '07; 39 percent were purchased via Quik-Trak,

accounting for 49.5 percent of total ticket revenue for the year.

"The growth potential for Quik-Trak is astonishing," said Mike Toczykowski, director, Station Sales Support. "We're continuing to enhance it to make it faster. We can't make Arrow [the reservation system] any faster, but we're trying to streamline some of parts of the Quik-Trak application so customers will spend less time at the machine."

Toczykowski added that future enhancements may allow passengers to wave a bar code on their Amtrak.com receipt across the Quik-Trak — as opposed to "dipping" a credit card into the reader — which will remove two steps toward printing tickets from the machine.

"We want to be more intelligent about what customers want," he said.

The second phase of the installation of third-generation Quik-Trak ticketing kiosks is currently underway, and will include installing another 106 kiosks, raising the total to 315.

After the recipes were created, vendors were selected to reproduce the meals according to the culinary team's specifications.

"The meals created by the Culinary Advisory Team will support our objective to deliver exceptional meal service that contributes to the overall First class experience and have a positive impact on ridership and revenue," stated Tom Hall, senior director, Food and Beverage Service. Carrying over 3 million passen-

P R O M O T I O N S I N M O T I O N

Amtrak Co-Sponsoring Living Legacy

To gain exposure for the Amtrak and *Acela Express* brands via corporate sponsorship, Amtrak joined with Bank of New York Mellon and the Mid-Atlantic Arts Foundation to sponsor the 2007 Living Legacy Award ceremony on Oct. 12 at the Kennedy Center in Washington, D.C. The promotion of this high-profile event targets the same demographically upscale and diverse market the company seeks to build its association with the *Acela* brand.

Renown jazz saxophonist Benny Golson is this year's award winner, and the evening featured the award ceremony, a dessert reception, and a performance by the 2006 award winner, Oliver Lake.

Amtrak was named the "Official Rail Carrier" of the event and received brand name and logo exposure on event signage, all media releases as well as a link to Amtrak.com and a dedicated page promoting Amtrak on the MAAF and Living Legacy Web sites.

Kevin D. Marshall, director, Employment Diversity delivered remarks reflecting Amtrak's commitment to employment- and community-related diversity initiatives.



Special Amtrak Employee Discount to Radio City Christmas Spectacular

Radio City Music Hall is offering Amtrak employees a limited-time discount for the 75th Celebration of the Radio City Christmas Spectacular in New York. Save \$15 on select non-peak and preview performances through November 30 or \$10 on select non-peak performances from Dec. 1 through Dec. 7. Full ticket prices range from \$40 to \$70 each.

To obtain discounted tickets, log on to www.radiocity.com, click on valid performance and input the code "AMTRAK15" for non-peak November performances or "AMTRAK10" for non-peak December shows. Employees may also call the

Ticketmaster Christmas Hotline at (212) 307-1000. Note: Ticketmaster orders are subject to



separate service charges. The "AMTRAK15" code expires Nov. 30; code "AMTRAK10" expires Dec. 7.

Tickets are also available with this offer at the Radio City box office, Madison Square Garden box office or any Ticketmaster outlet.

Toddler Amtrak Train Engineer Costume

Just in time for the 2007 Halloween season, a toddler's train engineer costume will be available for sale, per a licensing agreement with California Costume Collections.

The outfit includes Amtrak - branded overalls, hat, bandanna and shirt, size medium (2-4). It is machine-washable and 100 percent cotton. Suggested retail price ranges from \$24.99 to \$29.99; online prices vary. The costume can currently be found online at:

- Aperfectcostume.com
- Brandsonsale.com
- Buycostumes.com
- Celebrateexpress.com
- Costumesupercenter.com
- Dannystrixkix.com
- Purecostumes.com



Amtrak Sponsors Silicon Valley Walk for AIDS

Amtrak is one of the Visionary Sponsors of the 18th annual Walk for AIDS Silicon Valley taking place Sunday, Oct. 21 at Discovery Meadow in Guadalupe River Park, a short walk from the Amtrak San Jose station. Funds raised from the 10K walk benefits local HIV/AIDS programs in Santa Clara County. These programs reach more than 30,000 people annually through education and information programs and more than 5,000 people through direct services. The ever-growing event is expected to attract 3,500 participants and numerous spectators.

Amtrak will be prominently featured at the event with a display booth in the sponsor's tent, as well as logo placement on event posters, t-shirts, registration pledge forms, ban-



ner display, and on-stage mentions from the master of ceremonies. Amtrak is also featured on the Walk's Web site as one of the sponsors and will contribute to event prizes.

A 15 percent fare discount is being offered aboard the *Capitol Corridor*, *San Joaquins*, and *Coast Starlight* routes to and from San Jose to encourage train travel to the event. Capitols passengers use discount code V471; Starlight and San Joaquins passengers may book using discount V461.

The discount is promoted through a rack card being distributed at 13 stations and 23 supporting businesses in the San Francisco Bay Area, Central Coast, metropolitan Sacramento, and the northern San Joaquin Valley.

Amtrak employees are encouraged to participate in the Walk for AIDS Silicon Valley. Walk information can be found at WalkForAIDS.org.

Benefits Open Enrollment Around the Corner

The Open Enrollment period — Oct. 22 to Nov. 9 — provides employees with an opportunity to review the high-quality benefits Amtrak offers, and become familiar with the many wellness features that are included. Amtrak provides employees a full package of benefits, including medical care, dental care, flexible spending accounts, commuter reimbursement accounts, life insurance coverage and accidental death and dismemberment insurance.

In October, enrollment packages will be mailed to eligible employees and retirees. The enrollment package will include a brochure explaining how employees can save money on everyday expenses using one of four tax-free accounts offered by the company. Employees save money because contributions to these accounts are deducted from employee pay before federal and state income taxes and railroad retirement taxes are calculated. The brochure also describes the types of expenses that can be paid using these accounts.

The enrollment package will also include a brief, but very important opinion survey about the employee benefit information provided by the company. Employees and retirees are encouraged to complete the confidential survey and return it by Nov. 9 in the envelope provided. The results will be used to help Amtrak develop and improve future communications related to benefits.

Employees may enroll in one of two ways: via the Amtrak Benefits Web site at www.amtrakbenefits.com or by calling the Amtrak Benefits Service Center at 800-481-4887. Customer service representatives are available Monday through Friday (except holidays), 8 a.m. to 8 p.m. Eastern Standard Time. Nov. 9 is the deadline for making a benefit election or change, or signing up for benefits such as the Health Care Flexible Spending Account or Dependent Day Care Flexible Spending Account for 2008.

401(k) Participants May Re-enroll at Month's End

Current participants in Amtrak's 401(k) Retirement Savings Plan will be receiving detailed information about the transition from Vanguard to Fidelity Investments this month to prepare them for the re-enrollment period that begins Oct. 29 and ends Dec. 21. All assets in Amtrak employees' 401(k) Retirement Savings Plan accounts at Vanguard will be part of the transition to Fidelity, which will be completed at the end of the calendar year.

Following a letter mailed mid-month that includes a listing of the 26 funds that will become available with the Fidelity Plan, current plan participants will receive a detailed Fidelity Plan Transition Guide in the mail that will cover key dates, more specific information about the transition, descriptions of the investment options available and step-by-step instructions on re-enrolling at the end of the month.

In addition, from Oct. 29 through Nov. 16, Fidelity Retirement Counselors will be at a number of Amtrak locations conducting implementation meetings and individual appointments for current plan participants. The meeting schedule and locations, along with other useful transition information, are posted on www.mysavingsatwork.com/amtrak, and available by calling Fidelity at 1-800-343-0860. If an employee

cannot attend one of the sessions, he or she may visit the site mentioned above to view the presentation delivered at the meetings.

During the re-enrollment period, employees may select their investment options from the list of 26 funds in the Fidelity Plan by con-

Each Freedom Fund is targeted to a specific retirement year and consists of a mix of stocks, bonds, short-term investments and other securities that grow more conservative as the target year approaches.

While the account balances of employees who don't make their investment choices by Dec. 21 will be invested in one of the Freedom Funds, employees may naturally select which of the funds they want to invest in after Dec. 21.

Employees not currently participating in the 401 (k) Retirement Savings Plan will also receive a letter this month describing the 26 investment options available to them. Once the transition for current participants is fully implemented by the first week of January 2008, a rollout of the Fidelity plan to non-participating employees will follow. Of course, an employee who wants to start participating in the 401 (k) Retirement Savings Plan now is encouraged to do so.

Amtrak's decision to switch to Fidelity was centered on a couple key factors: the Fidelity plan offers employees and plan participants a wider variety of investment options at a lower cost than Vanguard, while at the same time delivering more educational and planning resources.

Funds which will be available in the Amtrak 401(k) Retirement Savings Plan at Fidelity Investments

Asset Class	Product Name
Money Market	Vanguard Prime Money Market Fund - Institutional Class
Bond	Fidelity Total Bond Fund
Balanced	Vanguard Wellington Fund - Admiral Class
Large-Cap Value	American Beacon Large Cap Value Fund - Institutional Class
Large-Cap Blend	Davis New York Venture Fund, Inc. - Class Y
Large-Cap Blend	Vanguard Institutional Index Fund - Institutional Class
Large-Cap Growth	American Funds® Growth Fund of America® - Class R5
Mid-Cap Value	Goldman Sachs Mid Cap Value Fund - Institutional Class
Mid-Cap Blend	Vanguard Mid-Cap Index Fund - Institutional Class
Mid-Cap Growth	Morgan Stanley Institutional Fund Trust: Mid Cap Growth Portfolio - Institutional Class
Small-Cap Value	Northern Small Cap Value Fund
Small-Cap Blend	Vanguard Small-Cap Index Fund - Institutional Class
Small-Cap Growth	Hartford Small Company Fund - Class Y
International	Vanguard International Value Fund
Lifecycle	Fidelity Freedom Income Fund®
Lifecycle	Fidelity Freedom 2000 Fund®
Lifecycle	Fidelity Freedom 2005 Fund®
Lifecycle	Fidelity Freedom 2010 Fund®
Lifecycle	Fidelity Freedom 2015 Fund®
Lifecycle	Fidelity Freedom 2020 Fund®
Lifecycle	Fidelity Freedom 2025 Fund®
Lifecycle	Fidelity Freedom 2030 Fund®
Lifecycle	Fidelity Freedom 2035 Fund®
Lifecycle	Fidelity Freedom 2040 Fund®
Lifecycle	Fidelity Freedom 2045 Fund®
Lifecycle	Fidelity Freedom 2050 Fund®

tacting Fidelity online or by phone. If an employee chooses not to make selections within this period, the Vanguard account balance will automatically transfer to one of Fidelity's life cycle funds, based on the employee's current age and a retirement age of 65. Known as the Fidelity Freedom Funds®, these funds are managed by professional portfolio managers.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries

August 2007

ALAIMO, GIUSEPPE
ALLEN-GROENEWOLD, DEBBIE
BABIARZ, MARK
BENJAMIN, RICHARD
BIEHL, OLEN
BORNHORST, CARL
BOYLAN-JONES, PATRICIA
BREWER, PAMELA
BRUCE, BARBARA
BURWELL-SELDON, GILDA
CARSILLO, VINCENT
CASANOVA, WALTER
CATHEY, PRISCILLA
CHOMKO, THOMAS
CLARKE, EDWARD
COLLINS, RICHARD
COOK, THOMAS
COUTURE, DAVID
CUNNINGHAM, GAIL
DAVIDSON, BRUCE
DEANGELIS, CHARLES
DELANO, THOMAS
DELGADO, JESUS
DIXON, ANGELES
DURSO, KAREN
EDWARDS, TERRY
FEENEY, EDWARD
FITZGERALD, WILLIAM
FUNDERBURK, ROBERT
GALLAGHER, JAMES
GIULIAN, VALORIE
GRANT, JAMES
GROSSO, ANTHONY
GRUGAN, TIMOTHY
GULLION, GARY
HEMESATH, JOANN
HEPNER, DANIEL
HILL, JOSEPH
HUBER, MARK
HUNTE, RONALD
JANNES, PHILIP
JOHNSON, GENEVA
JONES, MICHAEL
KALAPOUS, JOHN
KEOGH, PATRICK
KUZIARA, THOMAS
LINDER, LORNA
MAKOWSKI, PETER
MARIER, JOSEPH
MCNEAL, RICHARD
MEDINA, BRENDA
MILLER, ALBERT
MILLER, JODY
MOSEVICH, CAROL
MURPHY, LINDA
NAGLE, RICHARD
OLIVERI, MEDARIS
PALUMBO, JOHN
PAPE, THOMAS
PARISIO, PAUL

PASQUELLA, DONNA
PERDOMO, GONZALO
PHILLIP, BERNARD
PIKULAK, JOHN
PISANO, PAUL
PUEBLA, GINA
RUDOLPH, ALAN-JON
SCHENKE, FREDERICK
SHULTZ, WAYNE
SLIMBOCK, THERESA
SOCKET, COLLEEN
ST LOUIS, DANIEL
STRACHAN, ROBERT
STRICKLER, MARY
STRUBE, DENNIS
STUBBS, DENISE
TARLOSKI, CHARLES
THOMAS, MICHAEL
THOMPSON, BERNARD
TOLLIVER, MOSE
TYSON, LOCKSLEY
UEZ, VERONICA
VINSTON, BEVERLY
WALKER, CHRISTOPHER
WALLS, BRENDA
WALSH, VALERIE
WILLIAMS, FAYE
WILLIAMS, MARK
WILSON, GREGORY
YOUNG, STEVEN
YUHAS, PHILIP

30-Year Anniversaries

August 2007

ABDUS-SAMAD, JAFAR
ABRAHAMIAN, BEDROS
ADAMS, RONALD
AKERMAN, WILLIAM
ALBERT, DAVID
ALESSI, ARTHUR
ALIENDRE, RONALD
ALLEMAN, STEVEN
ALLEN, CRAIG
ALLEN, JOE
ALLEY, DANIEL
ALLGAIER, DAVID
AMIN, MEETA
AMMERER, WILLIAM
AMOROSO, GEORGINA
ANDREWS, ANDRE
APOSTOL, MILMAN
ARCHIBALD, PETER
ARMSTRONG, WALTER
ARROYO, DAVID
ASSETTA, DOMINIC
ASTACIO, NELSON
AUGHENBAUGH, JEFFREY
AURELIO, JOSEPH
AURIEMMA, VINCENT
AVILA, CHRISTINE
BACKERT, JAMES
BAGLEY, LAWRENCE
BAILEY, LEWIS

BAKER, WAYNE
BALL, SIDNEY
BANDS, J
BANNON, MICHAEL
BAPTISTE, ANTHONY
BARONE, DANIEL
BARTHOLOMEW, MYRON
BARTON, DONNA
BATEMAN, DWAYNE
BECKER, TIMOTHY
BEDWELL, WILLIAM
BEHLA, SUZANNE
BENNETT, GLENN
BENNETT, VINCENT
BERGER, BARRY
BERTI, RICHARD
BERTUCCI, THOMAS
BESSETTE, WILLIAM
BILODEAU, THOMAS
BISHOP, JOHN
BISHOP, LORRAINE
BLAKEY, NORMAN
BOGUSH, EDWARD
BONNER, RON
BOTOS, STEVEN
BOYCE, ROBERT
BOYD, ALEX
BOYLE, MATTHEW
BOZEK, MICHAEL
BRADLEY, PATRICK
BRATTON, CHARLES
BRAYBOY, CARL
BRECCIAROLI, DAVID
BRENNAN, SHAWN
BRENNAN, STEPHEN
BREWINGTON, ALONZO
BRISCOE, KEM
BROOME, WILBUR
BROOME, EILEEN
BROPHY, GARY
BROSNAN, JOHN
BROWN, LARRY
BROWN, SHEREE
BRUMBAUGH, DANIEL
BRUNELL, ROBERT
BRUNKHURST, ALLEN
BRYAN, WILLIAM
BRYANT, NEALY
BUDRECKI, JOSEPH
BUECHLER, JAMES
BURBACH, JOHN
BURGESS, TERRY
BURGH, ROGER
BURKE, RANDY
BURKE, ROBERT
BURNS, BRIAN
BURNS, MICHAEL
BURNS, TIMOTHY
BUTZ, GARY
BYRNE, FREDERICK
CALALANG, SYLVIA
CALLA, ROBERT
CALLAHAN, HOWARD
CALLAHAN, WILLIAM

CALLEA, THOMAS
CAMPBELL, WANDA
CAMPER, PHILIP
CANIGLIA, JOSEPH
CANTY, LAWRENCE
CAPOBIANCO, MICHAEL
CAPORAL, DONALD
CARNEY, WILLIAM
CAROTENUTO, ROBERT
CARR, WILMER
CARROLL, DANIEL
CARROLL, GARY
CASTLE, GLENN
CHAPIN, SCOTT
CHAPPELL, CALVIN
CHASE, KEVIN
CHAVEZ, JOSE
CHAWLUK, THOMAS
CHELOTTI, MICHAEL
CHESLOCK, RONALD
CHHEDI, HARDEO
CHOPORES, JAMES
CHOW, YAN
CHOYCE, DAVID
CISNEROS, ARNOLDO
CLARK, HUEY
CLARK, RONALD
CLARKE, RONALD
CLARKE, LESTER
CLETO, RAYMOND
COADY, WILLIAM
COATES, DESMOND
COFFEY, GLENN
COFFEY, JAMES
COLANZI, WILLIAM
COLE, HAROLD
COLEMAN, JOHN
COLES, BERNADETTE
COLLINS, JAMES
COLLINS, JACK
COLLINS, PATRICK
CONLAN, CHRISTOPHER
CONYERS, HARRY
COOPER, HERBERT
CORDUAN, RONALD
COSTANZO, RAYMOND
COURT, DENNIS
COWART, RUBY
COX, ARTHUR
COXON, PAUL
CRANE, SHARON
CRAVEN, WILLIAM
CREAGAN, THOMAS
CREED, BRUCE
CREEDEN, KENNETH
CREGO, CAROL
CRISCITIELLO, JOHN
CRISCONI, ROCCO
CROUCH, RONALD
CUNNINGHAM, FRANK
CUNNINGHAM, YVETTE
CZAJKA, KENNETH
DACE, FRANK
DALIEGE, GERALD
DAMBACH, REED

DAMIANO, LINDA
DAMIANO, MICHAEL
DAVENPORT, CHERIE
DAVIS, ALFREDIA
DE FILIPPIS, JOHN
DEARLOVE, JEANNINE
DEBELLIS, FRANK
DEGRAW, MARY
DEGREGORIO, JOSEPH
DELOUGHERY, DANIEL
DEMOTSES, CARL
DEMPSEY, ALLEN
DENARO, DAVID
DENSMOOR, STEVEN
DESHIELDS, KENNETH
DESIMONE, JAMES
DETRICK, FREDERICK
DEVINE, MICHAEL
DIBUCCIO, PASQUALE
DICARNE, ANTHONY
DIGREGORIO, CARL
DIVEN, THOMAS
DONOFRIO, ED
DORAN, JAMES
DOUGLAS, WILLIAM
DOWD, ALOYSIUS
DRAKEFORD, LEILA
DURAND, MELVIN
DURIO, VAL
DUSCHENCHUK, DOUGLAS
DZIOMBAK, DANIEL
ECKERT, TERRY
EDWARDS, CLARENCE
EICHINGER, WILLIAM
ELDEB, JAMES
ELROD, PAUL
ERMER, ROBERT
ERVIN, LYLE
ESPOSITO, RICHARD
ESTRADA, MARIO
EVANS, JOHN
EVANS, THOMAS
EWING, JAMES
FARRELL, RAYMOND
FARTHING, MARK
FELDER, JEANETTE
FELL, MICHAEL
FERNANDEZ, EMILIO
FERRANTE, RICHARD
FICHTER, DONALD
FINLEY, LIONEL
FINNEGAN, THOMAS
FISCHER, JEFFREY
FISHER, JACK
FITZMAURICE, LAWRENCE
FLAHERTY, MICHAEL
FLATER, SUZANNE
FLORES, MICHAEL
FLOYD, THOMAS
FLUELLEN, IRA
FOEHR, WILLIAM
FOLEY, TIMOTHY
FOLEY, RICHARD
FONSEMORTI, JOHN

EMPLOYEE MILESTONES

Congratulations to All of You!

FORD, EDWARD	HASTEN, JOSEPH	KEYS, DAVID	MACK, MARTIN	MORABITO, STEPHEN
FORKIN, JOSEPH	HAYES, JOSEPH	KIDDER, SHERRY	MACKERETH, LEONARD	MORONE, RONALD
FORTUNE, LEROY	HAYWARD, WALTER	KIRKBY, CRAIG	MAGUIRE, ROGER	MOYER, RODERICK
FOWLER, DALE	HENNING, KENNETH	KIRSCHKE, EDWARD	MALDONADO, GEORGE	MUELLER, JOHN
FREER, MARK	HENRY, LEROY	KLINE, JEFFREY	MALIN, ROBERT	MUHAMMAD, HAFEEZ
FRITSCH, HARRY	HENRY, JOSEPH	KNIGHT, WILLIAM	MALONEY, ROBERT	MULLENHOFF, DAVID
FRYER, PAUL	HERNANDEZ, ARMANDO	KOHAJDA, WILLIAM	MANDARELLI, ALFRED	MULLER, MICHAEL
FURTAK, ROGER	HERNANDEZ, ENRIQUE	KOHLMAYER, GEORGE	MANGINI, HAROLD	MUMENTHALER, WILLIAM
GALLAGHER, ROBERT	HERNDON, EDWIN	KOPPE, ALBERT	MANNING, WAYNE	MURA, ROBERT
GALLINA, RAYMOND	HERR, ROBERT	KORE, ROBERT	MARCARELLI, THOMAS	MURPHY, MICHAEL
GAMEZ, JUAN	HERRON, PETER	KOSIARA, MICHELE	MARIDUENA, ANIBAL	MYERS, WALTER
GANTZ, JOHN	HERZ, NANCY	KRAJEWSKI, JOHN	MARINO, ROBERT	NANGLE, GERALD
GARDEN, PHILIP	HEWITT, BARRY	KREBS, GEORGE	MARRO, JOSEPH	NAPIER, CORDELL
GARDNER, ANTHONY	HILL, MARK	KROTZ, JAMES	MARTIGNETTI, JOSEPH	NEE, MICHAEL
GELNER, JOHN	HILLMAN, MARK	KRUG, DONALD	MARTIN, ULYSSES	NEIL, RODRICK
GEORGE, EDWARD	HILTZ, JAMES	KRUSE, FRANCIS	MARTINEZ, DON	NEMETH, KEVIN
GERACZYNSKI, WILLIAM	HISQUIERDO, EDWARD	KUHNS, KENNETH	MARTINEZ, GREGG	NIEWINSKI, EDWARD
GERBINO, VINCENT	HIXON, RONALD	KULESA, CHARLES	MARTINI, DENNIS	NOBREGA, WILLIAM
GERDING, JOHN	HOGUE, FRED	KURASZEK, JAMES	MATHEWS, BONNIE	NORRIS, JAMES
GIBBONS, EDMOND	HOLLOWAY, MARY	KUSMACK, ROBERT	MATTHEWS, BRENDA	NUNES, JOSE
GIBLIN, JOHN	HOLMES, STEVE	KYDD, LOGAN	MATTHEWS, MICHAEL	O'KEEFE, CHRISTOPHER
GIBSON, WILLIAM	HOODACK, TIMOTHY	LABOISSONNIERE, DAVID	MATTHEWS, PAUL	ODOM, SHARON
GIBSON, JULIUS	HOOKS, FLOYD	LAIDLAW, DANIEL	MATTOCCIA, JOHN	O'HARA, DANIEL
GIESPERT, GREGORY	HORCHAR, MYRIAM	LAIRD, KURT	MAURICE, GEORGE	O'LENA, LARRY
GILBERT, GREGORY	HORNUNG, MARY	LANDGRAFF, DAVID	MAUZAKA, WALTER	OROSZI, NORMA
GILES, STEVEN	HOULBERG, GORDON	LAROCCO, JOHN	MAXEY, JOAN	OWARE, FREDERICK
GILLIARD, SANDRA	HOWARD, RICHARD	LARSON, JAMES	MC CLENDON, WILLIAM	PALUGHI, LOUIS
GIORDANELLI, JOHN	HRABELSKI, WILLIAM	LAVALA, FRANK	MC GINNIS, STEVEN	PAONE, JAMES
GLATFELTER, STEPHEN	HUBERT, ROBERT	LAVECCHIA, DONALD	MC KENNA JR, WILLIAM	PAPROCKI, STEVEN
GLAVIN, THOMAS	HUDSON, KENNETH	LAWRENCE, WILLIAM	MC PARTLAND, FRANK	PATEK, CAROL
GLICK, DALE	HUGHES, CHESTER	LECOMPTE, FARREL	MC BRIDE, RITA	PATRIARCA, JOSEPH
GLOVER, RAY	HUGHES, JAMES	LEE, MICHAEL	MC CANN, THOMAS	PATTI, WILLIAM
GOAD, MERLE	HUME, KEVIN	LEE, TOMMY	MC CORMICK, Gwendolyn	PAUZA, ROBERT
GODBOUT, JOCELYN	HUMPHREYS, PETER	LEE, WILLIAM	GWENDOLYN	PEARSON, RONALD
GODSHALL, WAYNE	HUNT, MICHAEL	LEE-VISSCHER, CATHY	MC DADE, GENE	PEDROZA, WILLIAM
GOFF, EARL	HURLBURT, LAURENCE	LEONARD, MILFORD	MC FADDEN, DANIEL	PEGRAM, DORIS
GOLA, TIMOTHY	HUTSELL, LARRY	LEONETTI, MICHAEL	MC GONIGAL, KEVIN	PELTZ, HAROLD
GOMES, NORMAN	IKEMOTO, ROBERT	LETTS, EMMETT	MC GRATH, THOMAS	PEPIN, JOHN
GONZALEZ-BORMANN, LUZ	INGRAM, DAVID	LETTS, EARL	MC GUIRE, JEFFREY	PETGRAVE, ERROL
GORDIAN, JOSE	INZERO, FRANK	LEVIN, GAIL	MC KAY, WILLIAM	PETO, THOMAS
GORHAM, JOHN	IVES, RAYMOND	LEWIS, ANTHONY	MC KENNA, JAMES	PETTIT, LLOYD
GOSNELL, FLOYD	JACKSON, JOHN	LEWIS, JOSEPH	MC KINLEY, ROBERT	PHELAN, SUSAN
GRAHAM, KEVIN	JACKSON, SHARLYN	LEWIS, GEORGE	MC KOY, ROBERT	PHILLIPS, GARRY
GRAHAM, KEVIN	JACOBS, PAULETTE	LIGHTY, WILLIAM	MC MULLEN, HILBERTA	PICCININNI, NICHOLAS
GRAMELIS, GUS	JAKOBSON, RICHARD	LIMAURO, WILLIAM	MEBANE, RICHARD	PIDGEON, WILLIAM
GRAVELINE, PETER	JAKUBOWSKI, EUGENE	LIN, CHARLES	MECLER, STEPHEN	PIERRE, ADRIEN
GRAVES, FRANK	JANKOWSKI, JOHN	LISZEWSKI, RONALD	MEDORO, MARIO	PIGGOTT, GENE
GRAY, RUTHVEN	JENKINS, ADELL	LLEWELLYN, DAVID	MELLINGER, EDWARD	PITTS, RICKY
GRESS, PATRICK	JENKINS, ROBERT	LO, WING	MENTA, RALPH	PLANCON, DAVID
GRICOL, JEFFREY	JOHNSON, JUANITA	LO BRUTTO, SALVATORE	MERCIER, JOHN	PLATT, THOMAS
GULD, FRANK	JOHNSON, RONALD	LOHR, FRANK	MERSON, CARL	POIRIER, JAMES
GUMBS, EDGAR	JOHNSTONE, RUSSELL	LOMBARDI, JOSEPH	MEYER, JOHN	POLINAIRE, CHRISTOPHER
GUTOWSKI, ROBERT	JONES, ODELL	LONERGAN, DENNIS	MIDDLETON, ARTHUR	POLLOCK, TERRY
HAGGERTY, WALTER	JONES, ROBERT	LONG, WILLIAM	MIKKELSON, ROGER	POTRZUSKI, STANLEY
HAHN, STEPHEN	JUNG, JOSEF	LONGO, JOHN	MILLER, CHARLES	POTTINGER, IONA
HAINES, DAVID	KALMER, MICHAEL	LOPEZ, RICHARD	MILLER, THOMAS	PROCTER, WARREN
HAMITER, JOHN	KARCZESKI, DANIEL	LORAN, ALCIDES	MILLER, WILLIAM	PROULX, DENNIS
HARRIS, GLEN	KATIN, LEWIS	LORD, MILTON	MILLER, WILLIAM	PUCYLOWSKI, FRANCIS
HARRIS, RONALD	KAUFFMAN, PARKE	LOTT, GARY	MILLS, DOUGLAS	PUGSLEY, ROBERT
HARRIS, ZORRO	KEELER, JAMES	LOWE, CHARLES	MIRABELLA, MICHAEL	PYLE, STEVEN
HARRISON, LONNIE	KEENAN, FRANCIS	LUCEY, PAUL	MITCHELL, GARY	RABBITT, MARTIN
HARRISON, ROBERT	KEETON, DWAIN	LUNDQUIST, VICTOR	MITCHELL, LINDA	RACE, CHARLES
HART, ROBERT	KELLER, JOHN	LUNETTA, ANTHONY	MONTONE, DENNIS	RADFORD, DAVID
HARTLEY, DALE	KERRIGAN, TERENCE	LUPIAN, EDWARD	MOONEY, MICHAEL	RADKE, RONALD
HARTMAN, SHELDON	KETELS, DOUGLAS	LUTTRELL, PAUL	MOORE, LORETTA	RAMIREZ, ELLERY

EMPLOYEE MILESTONES

Congratulations to All of You!

RAMIREZ, ROBERT
RAMOS, PEDRO
RANDOLPH, SANDRA
REEVES, THOMAS
REGAN, KEVIN
REISENWITZ, JOHN
RENNEGARBE, TIMOTHY
REYNIER, JON
REZENDES, DAVID
RICHARD, JAMES
RICHARDS, DONALD
RICHBURG, TYRONE
RIGGIN, WILLIAM
RITTER, LARRY
RIVERA, ANDREA
ROBBINS, TIMOTHY
ROBINSON, ROBERT
ROBINSON, WILSON
RODGERS, CHRISTOPHER
RODRIGUEZ, AMADO
RONALDO, RICHARD
ROONEY, JOHN
ROSCOE, WILLIAM
ROSE, CARLTON
ROSE, MARK
ROSEEN, JOHN
ROSSITER, MARTIN
ROTH, OWEN
RUPPERT, CONRAD
RUTKOWSKI, STEPHEN
RYAN, EMILY
RYAN, ROBERT
SACCU, ROBERT
SALES, JEANNE
SALIDO, PAUL
SALVATORE, MICHAEL
SANDERS, RASHELL
SANDOVAL, HERIBERTO
SANDS, DAVID
SANTINI, ROBERT
SAXON, DAVID
SAXTON, CARL
SCAMEHEORN, RICHARD
SCHAEFFER, MICHAEL
SCHIRLING, JOHN
SCHLIENZ, PAUL
SCHMIDT, STEVEN
SCHNEIDER, RICHARD
SCHUELER, JEFFREY
SCOTT, PATRICIA
SCOTT, PATRICK
SCOTT, SAUNDRA
SEEM, RANDY
SEMLIATSCHENKO, BORIS
SENFIT, COLLEEN
SENTENO, JOHN
SHAW, ROBERT
SHAW, RUSSELL
SHEAFFER, GARY
SHEEHAN, JOSEPH
SHELBURN, DOUGLASS
SHEPARD, DONALD
SHEPPARD, CHRISTOPHER
SHEPPARD, PEGGY
SLAVIN, LEROY

SLEIGHER, PATRICK
SLONIEWSKI, JOSEPH
SMITH, JAMES
SMITH, ALAN
SMITH, DENNIS
SMITH, GEORGE
SMITH, JACK
SMITH, JERE
SMITH, LARRY
SMITH, ROBERT
SMITH, VIRGIL
SMOTHERS, HARRY
SMYTH, WILLIAM
SONN, VYN
SONSINI, JOHN
SPERRY, TODD
SPRINGER, LOUIS
SQUIRES, BARRY
STAFFORD, RONALD
STARR, ROBERT
STEELE, GEORGE
STEELE, WILLIAM
STELLER, BRADFORD
STEVENS, PETER
STIDHAM, ROBERT
STORY, ELWOOD
STROWBRIDGE, CECILIA
STUHL, EDWARD
STULL, CHARLES
SULLIVAN, KENNETH
SURFACE, RUSSELL
SUTTON, NELSON
SWINGLE, GEORGE
SZACHACZ, FRANK
SZAFARA, MARK
TAGGART, SAMUEL
TERRONE, FRANK
TETEAK, MICHAEL
THOMAS, PATRICIA
TINMAN, JAMES
TIPPING, THOMAS
TITLOW, ROBERT
TOCZYLOWSKI, MICHAEL
TOMLIN, KENNETH
TOMLINSON, DOUGLAS
TORRES, DAMASO
TORRES, JUDITH
TOWNSEND, MARY
TRICK, VERA
TRIEBEL, DAVID
TROUTMAN, EDWARD
TRUJILLO, RAY
TRYON, EDWARD
TSIKALAS, E
TSUJI, MICHAEL
TUCKER, DANIEL
TURNER, ELBERT
TURTLE, JAMIE
UNDERWOOD, STEVEN
URQUHART, ABRAHAM
VALIANTE, VINCENT
VANHAZEBROECK, PATRICIA
VANT ZELFDE, PATRICK
VAZQUEZ, JOSE

VENDETTI, MARK
VERNON, JOEL
VILLANO, GARRY
VINCENT, RAYMOND
VOGEL, RICHARD
VOGLEZON, NEVILLE
WALKER, CLARK
WALSH, RONALD
WALTERS, FORREST
WALTON, MANUEL
WARFIELD, ROBERT
WATSON, SAMUEL
WAY, MARK
WEBB, KENNETH
WEBB, QUINTUS
WEBER, CRAIG
WEBER, WILLIAM
WEEDIN, JACQUELINE
WEINGART, MICHAEL
WELLMAN, ROBERT
WELLS, WARREN
WENNBERG, FREDRICK
WESLEY, BENJAMIN
WESTENBERGER, JOSEPH
WHALEN, PATRICK
WHEELER, STEVEN
WHITAKER, DAVID
WHITCRAFT, BARRY
WHITE, DALLAS
WHITE, FRANK
WIDMANN, JOHN
WIGGINS, CAROL
WILCOX, THOMAS
WILKINSON, JOAN
WILLIAMS, CALVIN
WILLIAMS, JOSEPH
WILLIAMS, MICHAEL
WILLIAMS, RUSSELL
WILLNECKER, ROBERT
WILSON, SAMUEL
WILSON, JAMIE
WILSON, ROBERT
WILSON, STEVEN
WINCHESTER, BRIAN
WINFREE, BELINDA
WINTHER, JOHN
WOLBERT, JO-ANN
WONG, SAMUEL
WOODWARD, ROBERT
WRIGHT, DAVID
WRIGHT, KENNETH
WYNNE, FRANCIS
YAGER, JOHN
YINGLING, DAVID
YOW, KENNETH
ZAGORSKI, VINCENT
ZALOCHA, FRANK
ZANDER, LEONARD
ZDANCE, ROBERT
ZICHELLO, RONALD

35-Year Anniversaries August 2007

BAKER, KATHRYN

BRESNAHAN, BRIAN
CLAUSON, MICHAEL
CRIMMIN, DONALD
GAMBREL, CAROL
GARSTKA, EILEEN
JACKSON, THOMAS
LAPARDO, MARIA
LOVE, CHARLES
MILLER, MARY
MILLER, PATRICIA
RICHMOND, DEBORAH
ROBB, DERREN
SATTER, ROGER
SCHULTZ, JUDITH
THOMPSON, LINDA
WILLIS, PATRICIA
WOLFF, KATHRYN

Retirees

September 2007

ALBANY, JAMES
ALFARO, MIGUEL
BABER, STEPHEN
BATES, JOHN
BELL, PATRICIA
BLAIR, BARNEY
BRADSHAW, JOHN
BROWN, CHARLES
BUTLER, PHILIP
CANNON, EDWARD
CARUSO, JOHN
CASHDAN, CHARLES
CHILDS, RICHARD
CIMA, ANDRE
CLARKE, EDWARD
COLE, WILLIAM
CONNORS, ROBERT
COX, MICHAEL
DARLINGTON, WALTER
DELLI PAOLI, VINCENT
EATON, JUDY
FEDORCHAK, RICHARD
GATHEN, WILLIAM
GLAB, JOHN

GOLDEN, ALAN
GRAVES, MARY
GYDOS, JEFFREY
HARRY, FRANKLIN
HASTINGS, WILLIAM
HAUFMAN, LOUIS
HAYES, WILLIAM
HENCE, JANICE
HIGH, THOMAS
HORNE, KILPATRICK
HOXTER, LOUIS
KANE, THOMAS
KULP, JAMES
LACSINA, JAIME
LACY, JOHNNY
MASON, EDWARD
MCNULTY, CHARLES
MCZEKE, CHARLIE
MILLER, DAVID
MISTOVICH, ELI
MORECRAFT, WILLIAM
OWENS, VINCENT
PRICE, HARRY
PRITCHETT, PHILLIP
RUTTER, JOHN
SANTOS, NENITA
SMITH, WILLIAM
SPEAKMAN, LEE
TAYLOR, JOHN
VELLANOWETH, JAIME
VERRELLE, RAYMOND
WHITCHER, CAROLE
WIFORD, SAMUEL
WSZOLEK, FRANK
YEARWOOD, FLOYD
ZACCAGNINO, NORMAN

Amtrak, Michigan Central Agreement

continued from page 1

pate that Michigan Central will improve on-time performance on the line to earn performance incentives that are part of the contract that we've negotiated."

Because of these significant protections, Amtrak filed comments at the Surface Transportation Board (STB) supporting the Michigan Central transaction, contingent on Michigan Central implementing the terms of its agreement with Amtrak. Subject to regulatory approval by the STB, Michigan Central expects to begin operations in the first quarter of 2008.

Engineer's Awareness Helps Avert Freight Incident

Being aware, staying alert and taking action were three ingredients that helped one railroader help another.

Bob Utech (pictured) was operating an Amtrak train west of Bosworth, Mo., when he came around a curve. He maintained the prescribed speed. An eastbound BNSF freight train was approaching him from the opposite end of the curve.

Utech thought for a moment he saw sparks, but they were gone. Seconds later, he saw them come and go again.

"I could see the sparks, and then I couldn't, and then I would see them again," he said. "There have been a lot of times I've seen sparks coming off of brakes, but this just didn't look right."



Sparks continued to emit from one location toward the end of the train. As the trains approached one another, Utech saw a cloud of either

dust or smoke, he could not determine which; nevertheless, his suspicions were confirmed. Something was wrong with the approaching train.

He immediately called the eastbound train and reported in detail what he saw. Moments later, he heard the dispatcher say they were stopping the train for inspection. Utech later learned that an axle on one of the cars had derailed.

"Track Inspector Bill Moore (BNSF) told me that the car had been on the ground for about three miles," Utech said. "I was in the right place at the right time. Had my speed not been restricted, I might have missed it. Had I missed it, that car probably would've been in the face of the Z Train that was behind me. Had I been even two minutes behind schedule, there's a chance the car would have been in my face. If that crew did not stop when they did, there would have been a serious mess.

"You're supposed to watch out for one another," said Utech who has been a railroader since 1979. "It's part of the safety rules."

Story and Photo: Courtesy of BNSF Railway Co.

FRONT LINE FOCUS

Dear Amtrak:

I want to commend the actions of two of your employees that served us on Train 27, the *Empire Builder*. This was the first overnight trip that my wife and I have taken on the Amtrak train.

[Train Attendant] Cathy West was just a wonderful person to be around. She greeted us at the station with a lot of cheer in her voice. My handicapped cousin used a walker and was unable to move about the train, so we were on the lower level. Cathy checked in on our section of the train on a regular basis. I know she had to sleep at some point, but I think she was standing on her feet doing it, because she was in our section at all hours of the day and night.

[Lead Service Attendant] Jesse Smith was a treat to be around. I would come to the lower level of the Club car just to listen to him banter with all of the guests. The joking was never-ending.

For only two days out of my life, I thought I was with two of the best people to be around. If I would ever travel again by Amtrak, I will attempt to see if these people are going my way.

Sincerely,

Empire Builder Passengers

Dear Amtrak:

We just rode the Southwest Chief from Los Angeles to Chicago and had the pleasure of Josie Perez as our lead service attendant. She not only is a hard worker, but she is a very caring person.

I was traveling with my husband, daughter and 19-year-old granddaughter. I thought Josie was an excellent example to my granddaughter as someone who took their job to heart and went way beyond her duties, and always with a smile. What a great human being she is.

Sincerely,

Southwest Chief Passengers

2007 President's Service & Safety Awards Recipients

Amtrak is paying tribute to its extraordinary and dedicated employees at a President's Service and Safety Awards ceremony in Washington, D.C. on Oct. 29. Congratulations to all of the employees honored!

ACHIEVEMENT

Curtis J. Dilly

High-Speed Machine Technician, Mechanical, Washington, D.C.

Curtis J. Dilly began his career with Amtrak on Jan. 6, 1993. In May 2006, Curtis proposed making a tool to hold up the shroud, or nose, of the *Acela Express* power car to allow employees to safely work underneath during inspections of the coupling mechanism or to adjust cables and change air hoses. In the past, an employee was required to lift and hold the 237-pound nose while another worked, but Curtis' tool eliminated the need for that.

After developing a design and producing a prototype, Curtis worked with an outside contractor to finalize the design of what became known as the "Dilly Bar." After ensuring that he was satisfied with the design and test results, the bars were ordered for use at the Ivy City High-Speed Rail facility. Dilly bars are also now in use at the Boston and New York High-Speed Rail facilities.

As Assistant Superintendent, Washington Division, Bill Vullo said, "He is an excellent worker, wish we had more of him."

As a machinist, Curtis J. Dilly was never expected to design and develop prototypes for tools that could revolutionize the department. Yet, he took it upon himself to recognize a need, work with an outside vendor, and create the Dilly bar; an extraordinary accomplishment far beyond his job scope.

Power Restoration Team

Philadelphia and Harrisburg, Pa., and New York, N.Y.

The Power Restoration Team was responsible for "black starting" (re-energizing a totally de-energized system) the power grid system on the Northeast Corridor following a major system failure on May 25, 2006. Black starting a power grid system had never been done before during rush hour or with five of the six main supply generating stations off-line, which usually requires physical inspection before they could be restarted.

This group, under the leadership and guidance of Gerry Nangle, was able to maintain critical communications with field forces in the restoration of power, thus allowing train movement to resume as quickly as possible. The process involved directing the restart at five generating stations, 50 sub-stations and more than 340 electrical devices. During this time, they maintained a constant flow of information to the Operations Center, which enabled them to set up the best possible response and recovery plan to minimize the amount of time it took to get the trains moving after power was restored.

The team performed these functions in an incredible three hours. In comparison, it took public utilities more than 23 hours to begin the restoration process, and more than two days to completely restore service during the infamous August 2003 blackouts in the Midwest and Northeast.

As a result of this team's efforts, Amtrak was able to prove to the traveling public and its partners that it is staffed with true professionals who have the ability to respond and remediate major service disruptions and provide quality service on the nation's busiest rail corridor.

The Power Restoration Team

Gerald J. Nangle, director of Operations & Maintenance, Philadelphia

Ezio DeVito, power director, New York

Jay K. Sanders, power director, Harrisburg

Keith Kish, power director, New York

David A. Wech, power director, Harrisburg

Michael C. Salvatore, power director, Philadelphia

Edward A. Mason, power director, Philadelphia

Kenneth C. Yeager, load dispatcher, Philadelphia

BUSINESS DIVERSITY

Eileen Magee

Coordinator, Loss Prevention, Office of the Inspector General, Philadelphia, Pa.

Eileen Magee joined the Amtrak family as a reservation sales agent on Sept. 5, 1979, and assumed her current position in February 2005. Always interested in the issue of women in railroading, she offers a unique perspective on diversity, while educating her peers and senior management on the importance of inclusiveness by ensuring that proper demographic statistics are available, fairness in hiring is achieved, and women in the workplace are recognized and promoted.

In creating her National Women's History Month posters, Eileen said she views the posters as a labor of love, not an activity for recognition, to honor and promote the accomplishments of Amtrak women.

In 2001, she produced her first poster, providing photographs and biographies of 10 Amtrak women of diverse backgrounds who were working in a number of both traditional and non-traditional positions.

What started out as a cut-and-paste job reproduced at a local copy center has evolved into a series of innovative posters distributed across the company, hailing the importance of women on the railroad and reminding employees to "remember the past, celebrate the present, and imagine the future."

With all that she has done, in addition to her regular duties in the Office of the Inspector General, Eileen Magee is deserving of the Business Diversity Award.

CHAMPION OF THE RAILS

Beech Grove Trolley Car Float Team

Mechanical, Beech Grove, Ind.

When Jerry Price was approached by his good friend Tim Showalter of the Beech Grove mayor's office to make a replica of the 1911 Beech Grove Trolley Car for the Centennial Fall Festival, he did not hesitate to engage in this great undertaking. Over a five-week period, Jerry and the team he assembled volunteered their time and craftsmanship to build a float worthy of a first-place award and that helped foster a positive relationship between the Beech Grove facility and the citizens of that town.

This project highlighted the spirit of volunteerism and goodwill of employees who took advantage of an opportunity to get involved in activities not associated with their normal duties. Not only did the float bring attention to the skilled work that takes place at the Beech Grove facility, it also rekindled the citizens' interest in rail travel. The common goodwill that was generated during this project helped build a bridge with the city government, local leaders and the traveling public, all of whom can promote Amtrak by word of mouth.

The trolley car has been featured in the Indy Southside magazine and in the Perry Township Weekly. It is now on exhibit at the Beech Grove Town Center, where it is viewed by thousands of visitors each year.

The Beech Grove Trolley Car Float Team

Michael T. Milburn, sheet metal technician

David J. Milenbaugh, lead carman

Jerry R. Price, air conditioning/refrigerator technician

John H. Johnson, sheet metal welder

Jerry M. Woodlee, carman welder

Concept Car 37000

The Engineering department was assigned to design a prototype food service car for the long-distance trains that would represent a whole new way of doing business. The first step involved completely stripping an existing dining car, developing a mock-up with cardboard diagrams to visualize the new look, and developing the blueprints and drawings to bring it all to life.

During this process, the expertise of General Foremen James J. Allison and Dennis J. Watson of the Beech Grove Maintenance Facility proved invaluable. When Jim and Dennis were both asked to get involved because of their extensive background with coaches, galley cars, running wreck lines, and overall good supervisory skills, they accepted the challenge hands down.

According to Assistant Superintendent Roger Rigen, "These two fine employees could have been the only ones to pull this project all together. They had to balance new corporate standards with the demands of the department, supervise a workforce required to switch gears from their previous work on food service cars, and educate them on the new requirements implemented with this project."

Concept Car 37000 has many new items that enhance the safety for both passengers and employees. It has better lighting, a single-door elevator, cool-to-the-touch ovens, more aisle space, and easy-to-remove emergency windows.

The Concept Car 37000 has been viewed by the board of directors, members of Congress, and the traveling public, receiving positive reviews. The plan is to have 17 Concept Cars in service in the near future. Jim Allison's and Dennis Watson's expertise during this project laid the foundation for the overall success of the new Concept Car series.

Concept Car 37000

James L. Allison, sheet metal technician

Dennis J. Watson, sheet metal technician

Tunnel Life Safety Committee

Amtrak, Long Island Rail Road and New Jersey Transit Employees

On May 25, 2006, a complete AC traction power failure paralyzed the Northeast Corridor for hours, ultimately leading to lengthy efforts to tow disabled trains from the New York underwater tunnels. A subsequent debriefing uncovered that equipment rescue plans were inadequate due to equipment differences among Amtrak, Long Island Rail Road and New Jersey Transit. Rolling stock design, captive fleet operation and recent equipment purchases all contributed to equipment compatibility issues.

Accordingly, a cross-functional team was formed to address the needs of the varying equipment types and develop new sets of rescue instructions to overcome the inherent equipment incompatibility issue. The team, led by Peter Stevens, assistant superintendent, Road Operations, was tasked with developing procedures for assisting disabled trains by coupling all possible combinations of equipment and moving them from the tunnel as quickly and safely as possible. Because 1,200 trains pass through the tunnels to and around New York on a daily basis, this was a vitally important undertaking.

Peter and his team from Amtrak, Long Island Rail Road and New Jersey Transit, along with FRA and the New York Fire Department, developed and performed a series of tests in which equipment of the three agencies was coupled and towed from tunnels by varying types of engines and cars. Time-consuming problems that would delay movement and rescue efforts were found and addressed.

Procedures were soon developed and promulgated. Emergency equipment, such as air head adapters, wrenches and compromise couplers were placed at key locations for use when needed. Local transportation supervisors were tasked with one-on-one training for Train & Engine and Mechanical employees at all agencies. Design, testing and validation of the process occurred prior to implementation.

As a result, response time has been dramatically reduced from hours to minutes.

Tunnel Life Safety Team

Peter M. Stevens, assistant superintendent, Road Operations, Amtrak Operations, New York

Joseph P. Hadel, electrician technician, Amtrak Mechanical, New York

Gary P. Hearn, fire and life safety officer, Amtrak Police, New York

Samuel P. Caliciotti, passenger engineer, Amtrak Transportation, New York

Thomas J. Murphy, general foreman, Amtrak Operations, New York

Donald H. Savidge, system general road foreman, Amtrak Operations, Wilmington, Del.

Jonathan A. Hines, assistant general road foreman, Amtrak Operations, Wilmington, Del.

Andrea Uriarte, LIRR

Joseph Navarro, LIRR

Jeffrey Stevens, LIRR

Thomas Retzlaff, LIRR

Kenneth Walther, LIRR

James Gee, NJT

Jerry D'Andrea, NJT

Robert Lavell, NJT

ENVIRONMENTAL ACHIEVEMENT

Robin W. Reynolds

Facilities Engineer, Engineering, Oakland, Calif.

Robin W. Reynolds began his career with Amtrak on Dec. 12, 1997, as an electrician. On June 26, 2002, he was promoted to foreman III, and on Sept. 1, 2005, he was promoted to his present position as facility engineer.

A very dedicated and conscientious manager prepared to respond to any situation, "Mr. Reynolds goes beyond complying with the goals set forth by the Environmental Health and Safety department by incorporating environmental stewardship and responsibility into his own day-to-day operations," said Senior Environmental Coordinator July Kunz.

Robin initiated the Overhead Light Energy Savings Project at the Oakland Maintenance Facility, an undertaking to retrofit 125 high-bay 400-watt lighting fixtures in the Service and Inspection shed with photocell-operated switches equipped with a two-hour timed override to reduce the amount of time the lights were operated.

In addition, he determined that not all of the fluorescent lights in the pit, previously left on 24 hours a day, were needed. If one-third of the lights were left operating, plenty of light remained for most purposes, even under a train at night. Therefore, the other two-thirds of the lights now remain off unless the two-hour override switch is engaged.

This resulted in an energy savings of approximately 175,200,000 watt hours per year, an automatic reduction in greenhouse gases attributed to energy production. Immediately following the project completion, the facility also experienced a noticeable reduction in energy costs.

Robin W. Reynolds' proactive attitude in exceeding environmental compliance consistently speaks louder than words in supporting his belief that prevention, rather than reaction, is the best environmental policy.

Joseph P. Riley

Field Environmental Specialist, Mechanical, Bear, Del.

Joseph P. Riley began his Amtrak career on May 23, 1994. As a dedicated field environmental specialist, he works closely with the management team at the Bear facility and the environmental team in Washington, D.C., to address and improve the company's environmental efforts. He spends many hours in training and passes this information on to others. By scheduling and coordinating all environmental training for Bear, he ensures employees have the knowledge and understanding of the current rules and regulations.

His presentation of needed changes for environmental compliance shows managers and employees that all efforts toward that goal are in their best interest.

Under Joe's leadership and guidance, major changes and upgrades were made. He improved recordkeeping of properly labeled and stored hazardous materials. Major upgrades were made to the aboveground storage tanks, including painting with weatherproof epoxy paint, stenciling of most recent test dates, and installing emergency contact information.

Joe created log books for air quality permit compliance which are inspected weekly. Storage shelter was added for recycling drums, latching the drum lids to comply with secure lid requirements.

The concrete tie crushing program included nearly 30,000 ties from the Bear facility. Joe identified a vendor and convinced a neighboring construction company to use the same process, resulting in the disposition of about 60,000 ties, the result of which was used to fill low spots on the ground to prevent puddles.

Joseph P. Riley's contributions have all been in the area of cost avoidance, saving Amtrak countless dollars in potentially costly clean-ups, fines and penalties.

PROJECT EXCELLENCE

Beech Grove Air Brake Subcommittee

Beech Grove Maintenance Facility, Mechanical, Beech Grove, Ind.

Challenged to reduce the cost of repairing valves used throughout Amtrak, the Beech Grove Air Brake Subcommittee in 2006 developed a successful strategy based on employee empowerment. The premise of the project was that shop employees are best positioned to evaluate their processes and suggest ways to increase efficiency and reduce costs without sacrificing quality. In short, solutions come from the machinists who perform the actual work.

The work of subcommittee members — each a long-time employee — is a winner for both the Beech Grove Air Brake Shop and Amtrak.

The subcommittee members worked with Material Control personnel on a number of specific tasks, including a review of product requests and the minimum number of products required to support Beech Grove projects. Together, they established that six kits for every air brake type was a sufficient inventory. With diligence and determination, they completed 103 material requisitions until no back orders remained. They now keep pace, filling orders with a quick turnaround. After examining the kits, the subcommittee and Material Control also eliminated excess materials, keeping only a small inventory of rarely used parts.

Also, the air brake test racks were cleaned and upgraded for more efficient testing. Finally, they scrutinized the rebuilding processes for 235 valves, ranging from safety-critical air brake components to toilet and water system valves. By working in batches, they found it possible to minimize the labor hours required to build each valve. The subcommittee also proved it could rebuild some valves more quickly and cheaply than outside vendors.

Beech Grove Air Brake Subcommittee

James A. "Tony" Edmond, foreman II

Henry J. Jones, machinist welder

James D. Liddle, machinist inspector

Douglas A. Marcum, machinist inspector

Michael D. "Mike" McDaniels, foreman III

Michael C. Pickhardt, mechanical inspector

Christopher R. Stratemeyer

High-Speed Rail Maintenance Engineer, Mechanical, New York, N.Y.

Christopher R. Stratemeyer started his Amtrak career on April 1, 2005. As a High-Speed Rail (HSR) maintenance engineer, he was recently charged with the challenging project to reduce tilt failure on the high-speed trainsets.

With his first-hand knowledge and relentless problem-solving abilities, Chris reduced tilt failure from a top-ranked problem for *Acela Express* delays to number seven on the list. This reduction allows for a smoother ride through the curves on the Northeast Corridor, fewer delays, and is an indication of how Amtrak will invest time and resources to increase speed and reliability.

Chris's creative thinking in resolving a high-maintenance system problem and his command of technical data allowed him to set a standard for the HSR network. After Chris identified problems on the tilt system, he quickly acted upon them and, equally important, relayed that information to other facilities. He also went the extra mile by developing a training program that makes it easier for technicians to troubleshoot the system, creating a pocket card that is a quick reference for troubleshooting codes and facilitating training classes for the program he authored.

Christopher R. Stratemeyer has inspired field technicians through his knowledge and understanding of the tilt system. His desire to share that information has made a complex system understandable to the employees who are responsible for its daily maintenance. Chris's ability to think outside the box in a short period of time has helped to put the *Acela Express* back on its path to success. As his supervisor and nominator Robert Costello states, "Chris bleeds *Acela* blue."

Todd R. Thomas

Manager, Material Control, Procurement and Materials Management, Oakland, Calif.

Todd R. Thomas began his Amtrak career on May 1, 2003. As manager, Material Control, Todd ensures that all products are in stock for the state of California and Amtrak's inventory in Oakland. He is responsible for ensuring a 95-percent inventory fill rate for such items as car and locomotive parts, oil, sand and fuel. The inventory stored in Oakland has been assessed at more than \$3 million.

Todd is credited for being a key player in the development and implementation of the "Exacta System," a Material Controls Warehouse Management System, which uses radio frequency technology to track inventory. This bar code scanning technology — an area of expertise for Todd — provides a 99-percent accuracy rate in accounting for inventory, which efficiently improves the supply and demand for locomotive and car parts.

Throughout the course of the "Exacta" project, Todd went one step further in producing a training manual and video to assist employees utilizing the system. The success of the project has put Todd out front in overseeing current and future installations of the Exacta System throughout the country.

Todd R. Thomas should be commended for sharing his knowledge and expertise, and bringing Amtrak a step further into the future.

Washington Ticket Office Project Excellence Team

This award recognizes four Amtrak employees who served as lead ticket agents in 2006: Karen Larkin, hired Sept. 13, 1999; Francine Winters, hired May 13, 1985; Anella Popo-Griffith, hired Oct. 2, 1995; and Dennis Prophet, hired Oct. 20, 1999. Together, these four individuals have a solid background in ticketing and other aspects of station operations.

Asked by their manager and nominator to compile a list of items to help newly hired ticket agents, these four lead ticket agents developed a training CD, parts of which will be incorporated into the new online Station Service Standards Manual. According to their supervisor and nominator, Marie Jackson, "Veteran ticket agents observing the module compared it to the previous booklets they received. The feedback was all positive."

Ken Wiedel, assistant superintendent, Mid-Atlantic Division, believes the training module "is a good idea for any location."

Dan Valley, author of the Station Service Standards Manual, explained that "the module deals with more than just the mechanics of being a ticket agent; it explains nuances and many other aspects of working in a station."

The team was directed to prepare a simple list, but decided to create a tool for use by their colleagues and management. In the future, it will benefit station employees nationally. Wiedel added that he was particularly impressed by the "leads" taking it upon themselves to far exceed what was requested.

The Washington Ticket Office Project Excellence Team

Karen L. Larkin

Anella M. Popo-Griffith

Dennis Prophet

Francine L. Winters

2007 CHARLES LUNA SAFETY ACHIEVEMENT AWARD

Richard B. Pratt

ARSA Supervisor, ET, Engineering, Providence, R.I.

Richard B. Pratt began his Amtrak career on May 19, 1976. Now, as an Electric Traction supervisor in the New England Division, he is not only a person who preaches safety, he leads by example. He personally has a 30-year injury-free safety record, which is an extraordinary accomplishment. Richard demonstrates safety to the highest possible level, encouraging his crews to exhibit team spirit by looking out for one another.

Despite working in extremely dangerous areas, including areas associated with high-voltage electrical equipment, Richard supervises a crew whose high degree of knowledge and experience has resulted in a six-year injury-free record. Richard plans every step of his project, eliminating hazards and communicating the importance of getting the job done safely. To have an injury in his department is potentially fatal, but Richard's deep commitment to safety is a testament to the opinion of one co-worker: "He must be doing something right."

To further his commitment to safety, Richard also participates in labor/management safety efforts through his involvement in the Midway Engineering Monthly Safety Meetings and Monthly Management ET Safety meetings.

Richard B. Pratt lives the corporate values. His high degree of safety awareness and outstanding overall job performance is impressive, and he is certainly worthy of recognition as the recipient of the Charles Luna Safety Achievement Award.

SAFETY COMMITTEE OF THE YEAR

The Central Florida Safety Committee

Transportation, Orlando, Fla.

The Central Florida Safety Committee is an employee-driven committee of station employees whose commitment to safety and security has earned them the utmost respect from their co-workers and managers. The committee was chartered in 1993, making it one of the first of such committees in the Southern Division.

The committee meets on a monthly basis to conduct safety walkabouts and visit the central Florida stations, using a "Station Safety Audit" form to review daily briefings, Move Smart techniques, personal protective equipment, smoke detectors, emergency procedures, housekeeping, fire extinguishers and First Aid kits, as well as ensure that all tools and machinery are in good working order.

The Station Safety Audit also includes observation of employee job performance and repairs needed to enhance safe operations. After the terrorist attacks of Sept. 11, 2001, security was added to the Station Safety Audit form and covers:

- Measures taken to control access to stations
- Identifying blind areas around the station and waiting rooms
- Long-term parking
- Packages and baggage items without identification tags
- Ensuring that on-duty employees have visible company identification

Every year, the committee performs an Easter egg hunt at the Orlando Station using plastic eggs with safety tips inside, such as, "While using our trains, please ensure shoes are worn at all times" or "Please hold the hands of small children while walking throughout the train."

The Central Florida Committee works closely with management to ensure that the stations and employees are meeting the highest level of safety and security awareness. In 2006, central Florida stations sustained no injuries, due in part to the committee's efforts. Most of the employees work unsupervised and as such, take personal responsibility for their own safety.

The Central Florida Safety Committee

David L. Anderson, red cap/baggage man

William H. Craig Jr., ticket agent

Sharon Y. Crane, red cap/baggage man

Donald E. D'Orto, ticket clerk

Danny J. Gregg, ticket agent

STATE PARTNER

William Bronte

*Chief, Division of Rail, California Department of Transportation (Caltrans)
Sacramento, Calif.*

Bill Bronte is an outstanding advocate for intercity passenger rail in the U.S. His dedication to the expansion of intercity passenger rail service in California, through sustaining successful partnerships and investments with

Amtrak, freight railroads, regional transit agencies and local communities, has offered California's citizenry many convenient options for business and leisure travel, and provides a strong foundation for continued growth in California's public transportation systems.

California's Rail 2 Rail programs between Amtrak and regional transit agencies, interconnecting bus services and transit transfer programs are terrific examples of leveraging California's transportation assets to maximize transportation opportunities to the traveling public.

Bill has led the California Rail Program, Amtrak's largest state partner, representing approximately 50 percent of all state-supported trains and accounting for almost 25 percent of Amtrak's total ridership since 2005. He has strengthened partnerships with the San Joaquins Advisory Committee and the Los Angeles-San Diego Rail Corridor (LOSSAN) committee. Caltrans has invested more than \$1.6 billion in rolling stock, repair facilities, stations and other items to expand the state's passenger train network.

Due to Bill's leadership, there has been a dramatic growth in ridership on the *Pacific Surfliners*. He has been an advocate for new service on the coast and has been a strong supporter of launching the Coast Daylight service that would fulfill a dream of many to connect San Luis Obispo and San Francisco with intercity corridor service. Caltrans has developed tailored marketing programs for each of the trains and uses buses to attract riders that are not close to the corridors. Bill provides policy and logistical support to the state's four corridor agencies that are instrumental in developing local support for the program's operating and capital needs.

Patricia Quinn

Executive Director, Northern New England Passenger Rail Authority Portland, Maine

In her role as the executive director of the Northern New England Passenger Rail Authority, Patricia Quinn has led the spectacular success of the *Downeaster* service. Using her extensive marketing experience and skills, she convinced a host freight carrier and two private bus carriers that the *Downeaster* service would augment and strengthen the transportation options for the residents of Maine, New Hampshire and Massachusetts, without negatively affecting freight rail service or private bus carriers. Patricia has extensive knowledge of local market characteristics, a results-driven management philosophy, and an ability to build consensus among differing groups. When combined, these traits result in an effective leader with significant management capabilities.

Patricia worked closely with Pan Am Railways President David Fink Jr. to gain his support for a fifth roundtrip for the *Downeaster* service by first identifying the necessary infrastructure improvements to Mr. Fink's railroad and then working relentlessly to obtain the funding for these improvements. This effort resulted in the state of New Hampshire joining as a capital funding partner for the first time. The fifth roundtrip commenced on August 17.

Because of the relationship that Patricia forged with Pan Am, the *Downeaster* enjoys one of the highest on-time performance rates of any state-supported service. Amtrak has operated *Downeaster* service on behalf of NNEPRA since the launch of service in 2001. Patricia continues to work on the expansion of the service to Freeport, Maine as well as the state capital of Augusta.

Speaking to a group in Portland earlier this year, Alex Kummant hailed the *Downeaster's* success and called the company's partnership with NNEPRA and the state of Maine a model for other states that want to expand service.

Eugene Skoropowski

*Managing Director, Capitol Corridor Joint Powers Authority (CCJPA)
Oakland, Calif.*

Eugene "Gene" Skoropowski has an aggressive management style and vision for intercity passenger rail service in California. In partnership with Amtrak, the Capitol Corridor has improved daily service from four roundtrips on Oct. 1, 1998 to 16 roundtrips today and from 463,000 annual riders to nearly 1.5 million annual riders today, making the Capitol Corridor the third most used route in the entire Amtrak system.

Gene used the CCJPA's resources to lobby support for Amtrak nationally and the successful passage of state bond propositions that included \$400 million for intercity rail capital. With Gene's skilled management techniques, the CCJPA expanded the number of roundtrips on the Capitol Corridor by using existing rolling stock. Sacramento-Oakland trips now rival the number of New York-Boston trips on the Northeast Corridor.

By operating 32 trains a day between Sacramento and the Bay area and 14 daily direct trains to San Jose, and providing an alternative to travel on congested freeways, the CCJPA has seen eight consecutive months of ridership growth and increased revenue. Under Gene's leadership, the CCJPA has developed the ability to work constructively with Amtrak and Union Pacific to continually refine operations.

Under Gene's strong leadership, CCJPA has developed unique intermodal partnerships with regional transit agencies along the corridor.

SUSTAINED EXCELLENCE

Nicholas G. Alleyne

Lead Service Attendant, Transportation, Miami, Fla.

Nicholas G. Alleyne began his Amtrak career on Nov. 15, 1974, as the On-Board Service chief for the Passenger Services department based in Miami. Furthering his career, in July 2001 Nicholas accepted the position of product line supervisor, and in November 2002, he assumed his current position of lead service attendant.

Over the past 33 years of dedicated service to Amtrak, Nicholas has demonstrated the true meaning of customer service to passengers and employees. He has been described as consistent, enthusiastic, exemplary and one of the company's finest lead service attendants. Always with a smile, Nicholas' demeanor coupled with his professionalism, customer service and sales expertise put him in the forefront of on-board service. Nicholas has been credited for being a top café car revenue producer in the Miami crew base and is the recipient of a Revenue Award for Service Excellence in the Southern Division. Nicholas shares the wealth of his 30-plus years of on-board service experience by training and mentoring newly hired lead service attendants in the areas of quality and customer service.

With Amtrak's customers and employees in his best interest, Nicholas G. Alleyne consistently demonstrates superior levels of customer service and sales.

William L. "Bill" Anderson

*Assistant Division Engineer, Communications and Signals, Engineering,
Hamden, Conn.*

William L. "Bill" Anderson began his career with Amtrak as a signalman/signal inspector on May 19, 1976. Since then, he has progressed from maintainer to foreman and to his current position as assistant division engineer (ADE) in the New England Division. Throughout his Amtrak career, Bill has displayed excellent performance, leading by example and taking his work very seriously.

An outstanding ADE, Bill's knowledge of signal circuitry is often beyond compare, and sought out by other departments. He has a high regard for safety, holding regular meetings with his staff. Overall, he has a reputation as a person who gets the job done safely and correctly.

Bill was instrumental in making Amtrak one of the first railroads to employ Quad gate crossings, an improvement that is widely hailed throughout the railroad industry. He has also been instrumental in the state-of-the-art Mitre rail detection that is in use on all moveable Amtrak bridges in the New England Division. These new rail detection and connection systems improve service with fewer delays and less required maintenance.

Bill was also instrumental in implementing the use of proximity sensors and targets and Darlington couplers on bridges. His creative thinking often leads to the use of something bigger and better than originally planned, and usually at no extra expense. In the end, both safety and reliability are positively affected.

With unquestionable character, Bill Anderson is widely respected across the New England Division. His team-oriented approach and can-do attitude are infectious, often bringing maintenance and construction personnel together on common tasks. Honest and sincere, his personal and professional integrity are beyond reproach.

William J. "Bill" Auve Jr.

Assistant Controller, Capital and Costing, Finance, Philadelphia, Pa.

William J. "Bill" Auve began his career at Amtrak on July 21, 1976, as a Building & Bridges painter, making an upward progression to various management roles, including his current position as assistant controller, Capital and Costing.

Currently, Bill is responsible for a number of financial areas that have an impact on Amtrak's bottom line, including utilities management and cost development. He is always involved with complex issues at the request of others within Amtrak or outside the company and develops and facilitates agreeable, positive solutions.

"There are a lot of people who work hard at Amtrak and make a contribution," said Finance Director Nancy Miller, who nominated Bill for this award, "but Bill's contribution is that he has successfully coached and motivated his staff, as well as acted as a financial resource for numerous personnel at all management levels of various departments."

Another example of cost savings is Bill's work with Amtrak's commuter partner, New Jersey Transit, to settle a dispute about the proper level of compensation for electric propulsion usage. Through Bill's diligent efforts, Amtrak came to an agreement that contributed substantial savings. He also assisted the Strategic Planning group in negotiating new access/service

agreements with commuter and state agencies, which resulted in annual access fee revenue.

For the past 15 years, Bill has stressed the urgency to manage the annual utility costs. When Bill convinced a former chief financial officer to purchase Advantage IQ to track trends in utility spending, the company once again saved money.

William J. "Bill" Auve is an excellent communicator with an uncanny ability to convey complex issues in a concise manner to financial as well as non-financial audiences. He is a well-respected employee, consistently displaying the leadership behaviors that contribute to the company's success.

Brian Bell

Commuter Clerk, Transportation, Oakland, Calif.

Hired on Aug. 9, 1979, as a ticket agent, Brian Bell is a 28-year employee currently working as a lead operations center representative, where he is responsible for employee training and various administrative functions, including scheduling, records, supply acquisition and responding to Operations Center phone calls.

Brian manages the recording of delay reports and, working with the Information Technologies business liaison, was instrumental in efforts to convert paper documents to digital format. He was the West Coast contact for this conversion, always available to answer questions and ensure that the program was on target. The project resulted in a more efficient and responsive retrieval system for the delay reports, which has saved Amtrak monies in claims, disputes and analysis of its operations. Brian's superiors found his work on the project to be outstanding.

The complexity of the Operations Center and its requirement to handle disruptions to service and special incidents creates a stressful environment that many individuals are unable to handle if not properly trained and prepared. Thus, Brian's skills in training and providing methods of diffusing volatile situations and handling of special moves and/or events is the perfect prescription for a flawless operation.

Brian Bell's performance throughout his career at Amtrak has been of the very highest quality. He is looked upon by supervisors and peers as a leader and top performer. He is a worker who does everything well and is the consummate organizer.

Lynn D. Berberian

Superintendent, Southwest Division, Transportation, Los Angeles, Calif.

Lynn D. Berberian began her Amtrak career on Dec. 16, 1972, as an administrative assistant. Over the course of her 35-year career, her talent has enabled her to quickly advance up the management ladder. Before being appointed superintendent, Passenger Services in 2002, Lynn held a number of positions, including service administration chief, station manager, administration manager, passenger service manager, regional director and division administrator.

In her current role, Lynn is responsible for all aspects of passenger service at stations and aboard trains. She is always working toward ensuring passenger satisfaction and service recovery in the event of a service disruption in her territory. Lynn's exceptional creativity and tireless dedication to the company

makes her a truly worthy recipient of this award. She has been directly involved with numerous service improvement initiatives, most notably the implementation of point of sale and a voucher system that is now used systemwide.

Patsy Hall, assistant superintendent of On-Board Services, said, "I can think of no other who has contributed more, or who is more dedicated to the success of the company than Lynn. During good times and bad, she has been a loyal and dedicated employee, even when some of the best would have faltered."

"I would rate Lynn's performance as 'superb,'" said Vice President, Transportation Richard Phelps. "She has a can-do attitude even when working on two, three or four things at a time. She is one of the most knowledgeable people at Amtrak."

Lynn D. Berberian's dedication and creativity are an inspiration to those around her. She uses her vast knowledge and experience to mentor employees and co-workers alike. She is, without a doubt, one of the best and brightest at Amtrak and a true personification of sustained excellence.

Richard "Rick" Berti

Machinist/Shop Technician, Mechanical, Wilmington, Del.

Richard "Rick" Berti began his employment at Amtrak on July 13, 1977, as a trackman, becoming a machinist in August 1979. A quiet and humble man, his dedication to the successful operation of the Wilmington Wheel Shop and its continuing compliance with AAR standards and certification is worthy of recognition by his peers.

According to Rick's nominator, General Foreman Garry Lepore, "Rick is the key to the Wheel Shop's successful daily operation, through not only his technical skills and thorough knowledge of the shop's production machinery, but also for his experience with Amtrak's rolling stock, especially the passenger car wheelsets and locomotive wheelsets/combo units and their associated suspension bearings."

In November 2006, Rick played a critical part in repairing the shop's portal lathe machine, when it was discovered that wheelsets were being produced out of tolerance on this machine. If the machine was repaired by the original equipment manufacturer, it would have been out of service for approximately 16 weeks and cost almost \$60,000. Knowing that a 16-week repair time and \$60,000 were unacceptable, Rick investigated the problem and found that a defective main drive bearing was the problem. After further investigation, he found that the defective bearing could be reconditioned by another vendor in 10 days at a substantially reduced cost.

Rick is a qualified operator and master of every aspect of the machinery and rolling stock components within his realm of responsibility, and he trains inexperienced employees on the mechanics and operation of each piece of machinery.

Richard Berti is an employee truly deserving of a Sustained Excellence Award. The loyalty, dedication, willingness and teamwork he displays on a daily basis serve as a standard of excellence.

William F. Boland, Jr.

ACSES Manager, Engineering, Providence, R.I.

William F. "Bill" Boland, Jr. began his career with Amtrak Nov. 18, 1989, in Engineering's Communications and Signal department. Over the years, Bill has held several positions in C&S, and is currently Advanced Civil Speed Enforcement System (ACSES) manager, which allows Amtrak to run 150 mph trains.

Bill was instrumental in the conversion of leased data circuits to Amtrak-owned circuits. The Amtrak-owned circuits provide users with higher speed, better quality and improve reliability. Bill also installed a new fiber optic transport system, which gives Amtrak the ability to ship video anywhere within the New England Division.

Bill's unique understanding of Amtrak's right of way and telecommunication assets enable him to work with a variety of telecommunications companies in the New England region. Bill continues to search for ways to protect and improve Amtrak's infrastructure, always with an eye on cost savings and increased productivity. In this ever-changing world of technology, he maintains a high level of technical expertise and continues to stay updated with the latest innovations that will benefit the company.

William F. "Bill" Boland is highly regarded by his peers and subordinates. The personification of a team player, he will roll up his sleeves and work with his employees. With his can-do attitude and positive demeanor, he accomplishes his tasks in a proficient manner and represents Amtrak with the utmost professionalism. Bill has earned the respect and trust of those he works with at Amtrak, as well as outside contractors.

Candace E. Carter

Customer Relations Representative, Marketing and Product Management, Philadelphia, Pa.

After joining Amtrak in 1986 as a reservation sales agent, Candace E. Carter was one of the first customer relations representatives when the Call Center opened in 1999.

Passengers typically contact the Customer Relations department because they have had a bad experience. As a customer relations agent, Candace regularly deals with irate individuals, yet she never loses her cool. While others could easily become frustrated and upset, Candace maintains a professional and positive demeanor at all times. More often than not, Candace is able to calm even the most upset passengers with a soothing voice and a ready ear to listen to a passenger's problem. Even in the midst of a bad travel experience, Candace leaves passengers with a more positive image of Amtrak.

"You just feel better after talking to Candace," according to Supervisor Fran Sullivan.

A recipient of numerous Call Center awards, Candace has a great sense of teamwork and a willingness to help others. She leads by example, inspiring her co-workers with her professionalism, positive attitude and unparalleled work ethic. Candace never passes the buck, and is willing to take any extra steps necessary to see problems through to their ultimate resolution.

She is always on time, ready and willing to work — even in a snowstorm.

Candace E. Carter helps preserve one of Amtrak's most valuable assets: its customers. Call Center Manager Ron DeShields estimates that Candace is

able to change the minds of nearly all of the passengers vowing to never travel on Amtrak again. Candace possesses an uncanny ability to please even the most difficult passengers through her compassion and professionalism.

Raymond Costanzo

ARSA Supervisor, Structures, Engineering, Wilmington, Del.

Raymond Costanzo began his Amtrak career in Aug. 22, 1977, as a trackman in the Engineering department. Over the years, he has progressed up the ladder to hold a number of positions, including equipment operator, carpenter, foreman and inspector. Throughout his career, despite managing a varied work group in an ever changing and inherently dangerous environment, Ray has consistently — and safely — produced a quality product. For nearly nine years and running, Ray and his work group have operated without a single injury. This nine-year record of safe operation does not happen by accident; it requires the type of leadership and determination that Ray has demonstrated over the last 20 years.

As supervisor of the Bridge Fabrication Gang, Ray has been instrumental in supporting high speed rail service throughout the Northeast Corridor. Under his direction, Amtrak has built and installed more than 300 new fabricated ballast deck concrete bridges. Without these structures, Amtrak's ability to run consistently at high speeds, as well as the operation of its world-class *Acela Express* trains, would not be possible. Ray is highly regarded by both his peers and management. He has willingly accepted every challenge optimistically, and, at the same time, never wavered from his commitment to safety, quality and Amtrak's standards of excellence.

Raymond Costanzo is the ultimate team player, who constantly demonstrates a can-do attitude and the willingness and ability to lead his employees. With his knack for thinking outside the box to initiate improvement and efficiencies in his operations, he exemplifies all that is sustained excellence.

Gary L. Crowe

Ticket Clerk, Transportation, Atlanta, Ga.

Gary L. Crowe began his career as a reservation and information clerk on Nov. 27, 1972. Over the years, he has established and maintained a 34-year injury-free career, which is a remarkable accomplishment. For his exceptional service, he has received numerous letters of commendation from both passengers and managers.

Gary is a leader and a role model who has earned the respect and admiration of his fellow co-workers and, because of his ability and desire to mentor, he is often sought out by employees for technical advice. With his can-do attitude, Gary is a valuable resource whenever and wherever help is needed in the station. Because of his extensive knowledge of passenger services, effective communication skills and years of experience, frequent travelers often choose Gary to assist them in planning, ticketing and baggage check-in.

His mechanical aptitude and keen carpentry skill have also earned Gary the title of "Handyman." Numerous service quality improvements are evident throughout the station and are attributed to Gary's desire to provide a safe, attractive environment for the passengers, as well as his fellow employees.

Gary L. Crowe is the consummate professional who takes a proactive approach and is always looking for ways to improve conditions in an effort to see the company thrive. He is the epitome of a dedicated employee who consistently excels in the performance of his duties.

Gary Erford

Manager, On-Board Services, Transportation, Seattle, Wash.

Gary Erford began his career at Amtrak on March 14, 1975, as a traveling supervisor. After many varied positions with increasing responsibility in the Operations department, Gary was named manager, On-Board Services for the *Empire Builder* in the mid-1990s. Because of his steadfast dedication and commitment to Amtrak and the riding public, it is only fitting that he is recognized as a one who displays sustained excellence over time.

Gary continually works to make the *Empire Builder* one of the very best trains that Amtrak has to offer. To create a more rewarding experience for his passengers, he studied various profile reports and learned that passengers yearn for more than simply movies to pass the time of a lengthy train trip. Gary's efforts led to a partnership with the Great Northern Railway Historical Society and the creation of the Scenic Interpretive Guide Program. Due to its overwhelming success, this guide program was absorbed into the National Park Service Trails and Rails Program.

Gary Erford is a caring, sensitive supervisor who spends time coaching, developing and teaching his team to be the very best they can. He is very hands-on and always willing to show a crew member how to perform a certain duty. According to Sales Associate Dan Engstrom, Gary's nominator, "It is simply remarkable that a man who has worked so tirelessly for over 30 years for Amtrak can maintain such sustained excellence. His character is flawless, and his selflessness is undisputed."

Richard M. Esposito

District Manager, Stations, Transportation, Harrisburg, Pa.

Richard M. Esposito began his career with Amtrak on May 23, 1977, as a carpenter's helper. For the past nine years, as district manager, Stations, he has successfully supervised and managed station employees and Train & Engine crews in Harrisburg and Lancaster, Penn.

Rich's success is born of his many years of experience and his dedication to effectively carrying out his responsibilities. "Rich is the best district manager in the Mid-Atlantic Division," said Rick Gadbois, assistant superintendent. "He always has customer service and the customer's interest at heart. He is also very involved with the many station rehabilitation projects under discussion on the Keystone Line and provides knowledgeable and insightful input into these plans."

Rich feels that Amtrak is an important link in the transportation services offered to customers across Pennsylvania and wants others to get on board with this idea. He has a grassroots approach to getting more business for Amtrak, such as going to farm shows, trade shows and senior citizen events.

Gadbois added: "Rich is deserving of this award because of his sense of dedication and pride toward Amtrak, the employees and passengers. He gives more of himself than is asked. He is approachable, talks to his employees and gets to know each and every one of them."

Richard W. "Rick" Ewing

Work Management Specialist, Mechanical, Wilmington, Del.

Richard W. "Rick" Ewing began his Amtrak career on Sept. 14, 1978. A respected member of the Mechanical department, he is a self-starter and self-learner, always willing to help, no matter what his workload. During the start of the Work Management System project, he spent eight months away from home, virtually giving up his personal life.

Over the years, using the Internet and purchasing manuals and software, Rick has become a self-taught computer whiz, testing software on his own time to determine its effectiveness and relation to Amtrak's business needs. Years ago, before e-mail was available in all locations, Rick even created a network for employees in the Car Shop to enable employees to communicate with each other.

Having worked with various levels of employees across the company, Rick's superb reputation extends far beyond his own department. Assistant Vice President, Procurement, Dave Herendeen, said, "Rick is always a help to me, whether it be server issues, technical, software or hardware issues, or presentations; he is always there to help. He doesn't have to since we are in different departments. [But], it is for the common good. It is a pleasure to know and work with him."

Richard W. "Rick" Ewing will share his knowledge with anyone and is never too busy to help another employee. There is never a bad time to ask for Rick's help, and he has the ability to remain calm, even in the midst of chaos.

Maria A. Faulkner

Director of Employee Development (Engineering), Human Resources, Philadelphia, Pa.

Maria Anne Faulkner started her career with Amtrak on Jan. 2, 2002, as a senior instructor. She has been promoted regularly during her career: manager, training content and development; manager, employee development; senior planning officer; staff engineer and, in June 2007 she was promoted to her current position as director of training for the Engineering department.

Maria is truly a dedicated employee who genuinely cares about quality, consistently performing tasks over and above her daily responsibilities. She is absolutely committed to the cause of making Amtrak a better railroad. She truly believes in this principle and it is evidenced in her daily performance. Maria is always available to lend a helping hand, no matter how heavy her own workload.

Because of Maria A. Faulkner, the department is experiencing improved productivity. The New York Division Engineering department has won the Best Division Award for three years, measuring financials, safety and on-time performance, thereby improving service quality. Maria truly demonstrates excellence to the highest degree.

Evelyn C. Gautier

Reservation Sales Agent, Marketing and Product Management, Philadelphia, Pa.

Evelyn C. Gautier joined Amtrak on Oct. 29, 1973, and over the course of her 34-year career, she has demonstrated a superior level of performance in a variety of capacities. Her roles have always required an individual who is self-motivated and can work independently — traits that Evelyn has exhibited daily since arriving at the Call Center in 1990.

She takes a tremendous amount of pride in delivering quality customer service to each individual with whom she comes in contact. Her personnel file is filled with complimentary letters spanning her entire Call Center tenure. Her willingness to go the extra mile for customers has won over and helped retain numerous passengers over the years.

Evelyn has worked as a reservation sales agent in the international sales department for the last several years. At times, she has been Amtrak's only voice in the international marketplace. She adeptly prioritizes information, booking and accounting requests from both overseas agencies and the customers in a manner that works best for Amtrak and its international travelers.

Because of her level of expertise and personality, Evelyn has frequently been asked to represent Amtrak at international travel agency expositions. Often willing to assist on her off days, Evelyn has played a significant role in escorting travel agents to enhance international sales efforts. Fluent in Spanish, she was instrumental in assisting the international sales managers achieve their goals by expanding the awareness of Amtrak within the South American, Central American, and Caribbean markets. She also provided major input in the development of the Spanish version of the International Sales Guide. Evelyn even volunteered to process all Spanish e-mail requests that are received at the call center.

By all accounts, Evelyn C. Gautier is a doer, not a follower. She is said to be "always there," consistent and supportive.

Gerald G. Gibilaro

Manager, Food & Beverage, Marketing and Product Development, New York, N.Y.

Gerald G. Gibilaro began his Amtrak career on January 2, 1976, as a baggageman, transferring to the commissary later that year. In February 1994, Gerry was promoted to supervisor, Catering Services, his fifth promotion in the Commissary. From 1999 until 2005, Gerry worked as yardmaster and then general foreman, Terminal Services. In 2005, Gerry returned to food service as manager, Food & Beverage.

Gerry is a hard-working gentleman, who enjoys the praise and respect of his peers. In his current position, he ensures the trains are adequately stocked before they leave New York's Penn Station. His daily efforts benefit Amtrak's passengers and its front-line employees.

Nominated by Tom O'Brien, manager, On-Board Services, Gerry "far exceeds the scope of his responsibility. Gerry fits all the criteria regarding his work ethic, perfect safety record, excellent attendance and attention to his department. His strict monitoring of passenger counts to update food stock saves Amtrak money and ensures that there are no run-outs of food on board trains."

Gerry oversees 100 trains per day at both the New York Penn Station and Sunnyside Yard locations. According to his current supervisor, Jack Kelly, "Gerry provides leadership and direction; he is truly instrumental to the operation."

Over the years, supervisors, peers and subordinates have all characterized Gerry as "tireless," or "fair and honest." O'Brien added that "Gerry has the admiration of all who work for or with him. As a team member, he consistently achieves the goal at hand, and works with other departments to achieve success for Amtrak."

Lenore Slimbock, whose NEC Service Operations depends upon him heavily, sums up Gerald G. Gibilaro with these words: "He's great."

Marcos Gonzalez

Manager, Crew Base, Transportation, Los Angeles, Calif.

Marcos Gonzalez began his railroad career on June 6, 1992, as an On-Board Service trainee, and progressed to his current position as crew base manager. Well respected by peers and employees alike, his outstanding work ethic over the years has been a tremendous asset for Amtrak, as he continuously strives to provide excellent service to internal and external customers. Marcos is always taking on new challenges and seeking opportunities for more responsibility.

As manager, Crew Services, Bay District since November 2004, he has gained control of excessive overtime costs and virtually eliminated Lead Service Attendant debits in the Bay District. He saw the combining of the Oakland On-Board Service and Train & Engine crew bases as an opportunity to reduce costs for the corporation.

As a member of the team who worked the Mayor's Train, he received special recognition in 2001. Managing a crew base with services supported by both state and local governments, Marcos has developed excellent relationships with his counterparts, who often seek him out for his opinion and suggestions.

Marcos Gonzales provides the opportunity for others to be educated, mentoring those who want to improve and advance, as well as those who simply need a helping hand in the right direction. Through his extraordinary efforts and his personal standards of excellence, he has improved the confidence of his employees by trusting in their abilities to complete tasks and recognizing their unique individual skills.

Glenn Gray

Material Expeditor, Mechanical, Wilmington, Del.

Glenn Gray began his career with Amtrak on March 24, 1980, as an electrician, before being promoted to his current position as material expeditor in the Locomotive Shop at the Wilmington Maintenance Facility. Glenn's expertise in handling work order materials for various types of locomotives maintained at the facility has enabled Wilmington's Locomotive Shop to quickly return locomotives to revenue service.

His vast knowledge of parts and components and his understanding of their application, coupled with his extended network of procurement and outside sales associates, has enabled the Wilmington Shops to become one of the premier facilities in the Mechanical department. As nominator and Facility Superintendent John Wood stated, "In my own experience with

Glenn and throughout his career, he has never failed to exceed expectations. He can be counted on to be at his desk first thing every morning and to remain there as long as it takes to complete the task assigned."

Glenn Gray is a quietly reliable, honest, and honorable gentleman, considered a friend by his co-workers and craftsmen. Willing to participate on any number of projects, Glenn is a force behind the overall success of the Wilmington Maintenance Facility.

Mark A. Herman

Sergeant, Amtrak Police Department, New York, N.Y.

Beginning his Amtrak career on March 2, 1987, Amtrak Police Sergeant Mark A. Herman has exceptional administrative, investigative and case-management skills, which he demonstrates daily as a supervisor of the Criminal Investigations Unit (CIU). In overseeing all investigations in the New York City area, his record retention and data are accurate and timely, and he and his unit handle reports expeditiously.

Not leaving anything to chance, this stickler for chain-of-command possesses a conscientiousness that reaches far beyond the scope of his job. Wanting everyone to go home safely at the end of their shift, he diligently prepares the daily briefings for the thrice-daily roll calls to provide pertinent information for the patrol force and his unit.

Meticulous with files, paperwork, record-keeping, and statistical data, Mark has established a reputation as the "go-to" guy for information, even at a moment's notice. He has developed and incorporated practices and procedures for the CIU that streamline activity and time involved in case investigations, ultimately leading to increased unit productivity. Mark also maintains a line of communication with other law enforcement, judicial and administrative groups.

Status quo is not good enough for Mark. By implementing new procedures, he initiates changes "to work better." Mark is responsible for crime analysis and criminal activity reports, for which he developed an in-depth analysis of crime activities. By breaking down crimes and correlating common denominators, specific locations and time of day, he established and identified crime patterns. This resulted in better utilization of resources and manpower, which also greatly assisted in crime prevention.

Mark A. Herman's attentiveness and dedication to combating crime has helped in making Amtrak a safer environment for employees to work and a safer community for the traveling public.

Rae A. Huebner

Coordinator, Production Systems, Mechanical, Philadelphia, Pa.

Rae A. Huebner's railroad career began on March 4, 1974, and she has spent 30 of her 33 years in the Mechanical department. Over the years, she has proven herself to be reliable, hard working and respectful of her peers. According to her supervisor, Tom Moore, manager, Production Planning and Logistics, "Rae has been in this position since 2001. Since then, she is the constant driver; she keeps on going and never gives up."

During the start-up of Work Management System (WMS) training in New York, Rae virtually gave up her personal life, living in an apartment with two other employees for eight months in order to train Mechanical department employees at Sunnyside Yard and the High-Speed Rail facility. She also devel-

oped the curriculum and compiled the manuals. Because of Rae's extraordinary efforts, the company saved the expense of hiring a contractor.

The WMS system is a central repository system for the Mechanical department. The records are now paperless and the system tracks all preventive maintenance cycles. It captures costs of all labor and materials. Since some of the work is reimbursable, it is critical that materials and labor be deposited into this system.

Rae A. Huebner is always willing to share her knowledge of WMS, even in the middle of the night. One colleague, Wally Wallace, said, "I've known Rae for almost eight years now, and in all my years on working on the railroad, I've never seen anyone willing to take on so much."

Christopher M. Jagodzinski

Senior Director, Off-Corridor Operations, Transportation, Wilmington, Del.

Christopher M. Jagodzinski began his Amtrak career on April 1, 1992. In his current position, he is responsible for overseeing all day-to-day operating issues across the Amtrak system. In the course of his duties, he has seen and handled it all — from equipment breakdowns, to ice storms, to managing Hurricane Katrina evacuations.

According to Vice President, Transportation Richard Phelps, "Chris is passionate about what he does. He loves train operations and it is demonstrated in his everyday professionalism."

In instances of severe service disruptions, Chris has been the lead coordinator of train and motorcoach movements, paying attention to every detail, from ensuring that there is adequate fuel for trains, sufficient bus capacity and ample food, to making sure that reservation centers, stations and passengers are kept informed. In the midst of a challenge, he remains cool and level-headed.

Anyone involved in Amtrak service disruptions knows of Christopher M. Jagodzinski and his dedication to tasks. His is one of the most stressful jobs in the railroad industry, yet he remains calm and professional. Often, his first question during a disruption is: "How are the people and what are the conditions?" Always committed to satisfying passenger expectations, Chris is keen on finding the lessons learned and how Amtrak could have done a better job at keeping customers happy.

Donald R. Johnson

Secretary I, Transportation, Dallas/Fort Worth, Texas

Since beginning his Amtrak career on May 16, 1978, Donald R. Johnson has worked in various capacities, and has been a Secretary I in the Southwest Division for the past five years. An exceptional role model and leader, Donald has consistently performed above expectations throughout his 29-year career. Co-workers often comment on his kindly manner, his attention to detail, and the dedication and reliability that have earned the respect of both managers and fellow employees.

Donald's exemplary job performance, his commitment to cost avoidance and his outstanding customer service initiated this nomination. He was so successful in the area of cost avoidance that he was asked to assist Southwest Division stations in Texas, New Mexico, Arizona and Colorado in addition to performing his current duties with the crew bases in Texas and Oklahoma.

Donald is an extraordinary individual who mentors his peers and effectively acts on behalf of his supervisors. In his spare time, he volunteers to represent Amtrak at trade shows, attends Career Day events at local schools, and works with host railroads in the Dallas/Fort Worth area.

According to Assistant Superintendent Joy Smith, "Every department has a go-to person, and Donald is that person for the Southwest Division. His recent efforts toward the Oklahoma Legislature Train were recognized by state representatives and officials, senators, and the governor."

Donald R. Johnson's professionalism, analytical thinking and outstanding team spirit are readily apparent. His interpersonal skills and job performance are unequivocal proof that he is deserving of this well-earned award. Donald is one employee who performs consistently at his best everyday. He is truly an asset to Amtrak.

Paul W. Johnson

Computer Technician III, Marketing and Product Management, Riverside, Calif.

Paul W. Johnson began his career with Amtrak on April 17, 1978 at the Los Angeles Reservation Sales Call Center (RSCC), where he spent seven years as a reservation sales agent and two more as a supervisor. In 1987, Paul transferred to the office's timekeeping department, where he saw a great need for computerized records. In 1991, he became one of the department's first computer technicians, where he remains to this day.

With no prior training, Paul took the opportunity to learn as much as he could about computers. In 1991, his first project as a computer technician was to streamline the cumbersome call volume reporting process that took office statistical clerks hours to manually maintain each day. Paul designed the Call Activity Logging System, commonly known as CALS, which was launched in all of the RSCC offices that same year. This innovative system not only captured the call volume statistics each half hour, but also combined the separate call volume data from each of the RSCC offices into a single report, allowing management to get an immediate view of how well the incoming calls were being serviced on a national level. The reservations offices are still using it today.

Paul then began developing an automated computer program that would help forecast the office call volume and assist with assigning overtime hours. The accuracy of this program, known as AESOP (Automated Employee System for Organized Projection), saved the department thousands of dollars in schedule planning and overtime costs.

Throughout his distinguished years with Amtrak, Paul W. Johnson has filled a need. His dedication to making the life of a reservation call center agent easier and call center reporting more efficient is evident by his many accomplishments.

David L. "Davy" Jones

Operations Supervisor, Transportation, Tucson, Ariz.

David L. "Davy" Jones began his Amtrak career on June 4, 1974, and over the course of 30 years, he still approaches his job and associated responsibilities with commitment, energy and excitement. He takes the initiative and does whatever is required to move the train and its passengers safely to their destination. On one occasion, the Sunset Limited was 22 hours late, ter-

minating in Tucson. As passengers detrained and began boarding eight buses, Davy, recognizing that the train was low on food, obtained sandwiches and beverages for all of the passengers.

"Dave is the Commissary and Mechanical departments all in one," said Assistant Superintendent, Southwest Division, Joy Smith. "Because of Davy's good relationship with Union Pacific, he got permission to park our train in their yard. He then bought cleaning products, brooms and the like so that the train was clean and ready for the turnaround."

Davy's concern for customer service and passengers is evident in all that he does. He will sometimes work around the clock, taking on everything from mechanical inspections to working with Tucson officials to repair lights around the station. For Davy, nothing is too big or too small.

David L. "Davy" Jones has made the operations supervisor job indispensable to the Train & Engine and the On-Board Service crews and management. He has gone beyond his job description, working with all areas of the company, to do the best job possible in Tucson. You'll never hear him say, "That's not my job."

Thomas F. Kirk

Assistant Superintendent, Southern Division, Transportation, Miami, Fla.

Since beginning his Amtrak career as a ticket clerk in October 1983, Thomas F. Kirk has received several promotions, culminating in his appointment in 2004 as assistant superintendent, Southern Division. His nomination for a President's Safety and Service Award is based on his dedication and proactive approach toward his managers, employees and customers. In his current role, Tom has demonstrated impeccable leadership skills, integrity, fairness and a true commitment to diversity. With a unique management style and a passion for his job and employees, he is loyal to the credo that each and every passenger is entitled to a customer-friendly, safe and clean journey aboard Amtrak trains.

No matter where he has worked, Tom has demonstrated measurable and noticeable improvements. Under his leadership, the Southern Division has shown a dramatic improvement in customer service scores and a reduction in customer complaints. Tom's Customer Service Index scores for Silver Service Trains 91, 92, 97 and 98 have seen significant improvement in the past year, as a result of the work produced by him and his staff. He is not afraid to question operations or practices that are not aligned with corporate goals or to challenge others when they fail to provide a suitable product to customers.

Though always calm and soft spoken, Tom also makes it clear that discrimination in any form is unacceptable, guiding and nurturing those managers that report directly to him. As a result of his mentorship, he has established a track record of increased productivity and reduced absenteeism.

Thomas F. Kirk's performance and leadership is a true testimony to his integrity, character, willingness and ability to work as a member of any team. His overall view is completely focused on Amtrak's success. Tom has achieved and sustains the high standards of service for which Amtrak strives.

Debra H. "Debbie" Large

Lead Ticket Agent, Transportation, Jacksonville, Fla.

Since beginning her Amtrak career on Nov. 27, 1972, Debra H. "Debbie" Large has held numerous positions, including reservation and information clerk, clerk stenographer, inventory control clerk and timekeeper. She has been a lead ticket agent since Sept. 20, 1990.

Debbie is instrumental in the day-to-day operations of the Jacksonville Station, which involves managing the extraboard, payroll, employee training and station operations. Throughout the execution of her duties, she maintains a cheerful demeanor and exhibits fair play and diplomacy in dealing with people.

"Debbie's job performance is beyond excellent. She is straightforward, dependable and very organized," said District Manager Marian Fordham. "I have complete trust in her decisions, and I am confident that she can always be trusted to be there when needed and to handle all situations."

Former supervisor, Operations Management Officer Danny Abboud added, "Debbie has never wavered in her attitude, performance and willingness to do more than what is expected. She is very special."

Debbie has taken it upon herself to organize station revitalization and beautification projects at Jacksonville, Deland and Waldo, including planting flowers, hanging pictures and painting. She has never had a safety violation or any type of disciplinary action against her during her 34-year career with Amtrak.

According to Debbie's co-worker Ticket Agent Marcia Kostival, "Debbie's vast knowledge and expertise inspires those employees under her supervision to perform at a high level of passenger service. I can always count on Debbie."

By all accounts, Debra H. "Debbie" Large is a model employee who goes the extra mile to please passengers and serve as a role model and standard of excellence in customer service. Supervisors and peers alike view her as a person for whom no task is too small.

Carl S. Lewis Jr.

ET Lineman, Engineering, Perryville, Md.

Starting his Amtrak career on Sept. 6, 1977, Carl S. Lewis Jr. has maintained the highest level of performance in his daily activities over his 30-year tenure.

Management personnel refer to Carl as the "fireman" of the Electric Traction department who responds to the department's maintenance issues. His main function is to keep the main sources, catenary and signal transmission lines in a state of good repair, and he is responsible for safe movement of the catenary car on high-speed electrified territory. "When you hear Carl is on the railroad, you know he is going to get things done and keep you out of trouble," according to Phillip Fox, assistant division engineer, Electric Traction, Mid-Atlantic Division.

Nicknamed "Eagle-Eye Louie," Carl's competence and powers of observation over the years have evolved into a sixth sense when it comes to identifying abnormalities in the catenary system that others may miss. As a result, his experience has prevented many calamities and saved some trains from hours of delays.

On more than one occasion, Carl has spotted problems in the catenary system that required stopping train movement in a timely and safe manner. In one instance, his actions possibly prevented pantograph damage and \$25,000 in repair costs. "If there is a situation where someone is needed to troubleshoot, and we hear that Carl Lewis is going to check it out, our comfort level increases and we all breathe easier," said Tim Gola, tower director.

Working in the high-voltage environment of Electric Traction, Carl knows and respects the dangers of the job, and consistently conducts thorough job safety briefings. Managers and peers alike agree that he is one of the most safety-conscious individuals in Amtrak.

Carl S. Lewis Jr. sets a standard that others would do well to emulate.

Lake B. Lewis Sr.

Lead Service Attendant, Transportation, Washington, D.C.

Lake B. Lewis Sr. began his Amtrak career on Aug. 14, 1973. Over the years, he has demonstrated exceptional customer service, impeccable character, leadership and a commitment to safety. All of these traits contribute to his reputation as one of the best lead service attendants in the Northeast Corridor.

Lake's work has been described as poetry in motion. His positive work ethic and the way he handles Amtrak's customers contribute to a positive image of the company. Remembering regular customers by name, he greets them accordingly and often prepares their orders before they reach the front of the line. His ability to think on his feet even helps him create special request meals from his stock of food items. His attention to detail is evident by the cleanliness of his work station.

Based on the passenger loads of his train, Lake's revenue generation is consistently well above his peers; he is among the top 10 percent in revenue generators on *Acela Express* trains.

Lake is so well respected that Amtrak's Group Sales office regularly requests his assignment to Special Trains. His warm personality and attention to detail make it easy for these customers to accept him.

Lake B. Lewis Sr.'s consistently high performance was also rewarded with a Sustained Excellence Award in 2001. And, to this day, he continues to place passengers first by maintaining a standard of superior customer service.

Carleton J. MacDonald

Policies and Procedures Officer, Marketing and Product Management, Washington, D.C.

Carleton J. MacDonald began his Amtrak career on June 16, 1980. As the information link for everyone using the Arrow reservation system, he has been described as "Mr. Reliable," or "Mr. Know-It-All." With a quick mind and amazing memory, he usually performs multiple functions at once.

Considered a problem solver with an excellent work ethic, he is available at all times, even answering e-mails while vacationing in Paris. No inquiry is too small for him to provide an articulate response.

Carleton has had a hand in a number of cost-saving initiatives, including the Advance Pay System and the policy requiring passenger signatures for credit card purchases, with the latter accounting for a 15 percent decrease

in lost revenue. He also developed a lower-level seating manifest, ensuring that passengers needing to be seated in specific sections are seated accordingly.

Carleton's daily messages keep the entire company abreast of the latest policy changes and track projects. His exceptional job performance and behind-the-scenes work contribute to good customer service on a daily basis.

Some people could disappear without being missed; Carleton J. MacDonald is not one of them! The quality and consistency of his work is most admirable.

Collin O. Mason

Lead Service Attendant, Transportation, Washington, D.C.

Collin O. Mason — also affectionately called “Mason” — joined Amtrak on May 13, 1985, as a train attendant, and went on to serve in a number of capacities: lead service attendant, chef, administrative chief, acting service manager and acting crew base supervisor.

Collin displays a level of sustained excellence born from a strong personal commitment to Amtrak. In his many positions, he has often served with energy and drive. As a chef for a number of years, Collin displayed creativity in food preparation, which was enjoyed by passengers, board members and even members of Congress. Collin has also demonstrated his planning skills by formulating strategies and action plans to improve stocking levels on trains, which resulted in more on-time departures and increased sales.

Collin is an excellent communicator, exhibiting a high degree of tact and diplomacy with customers, while respecting the opinions, abilities and contributions of others. He provides helpful guidance and lends support to his fellow crew members, and projects credibility among his subordinates.

Confident in his skills, but humble in his demeanor, Collin O. Mason always displays a willingness to overcome any challenge to getting the job done.

Michael B. McCarthy

Lead Service Attendant, Transportation, Chicago, Ill.

Michael B. McCarthy began his Amtrak career on July 10, 1984. Whether it is performing the specific duties of his position, his clear and informative announcements or his impressive sales activity, his 23-year career has been nothing short of exceptional. Mike does it all — and he does it very well.

Despite the specific challenges aboard long-distance trains, Mike does not let obstacles, such as train delays or service disruptions, alter his attitude or performance. During his tenure on the *Texas Eagle*, he has consistently worked to maintain a focus on the customer. Interacting with a passenger, collaborating with a co-worker, or taking direction from a manager, Michael McCarthy is the standard-bearer for excellent customer service.

A mentor and role model, Mike has been described in many ways, each of which is a shining testimony to the dedication he brings to his role as a lead service attendant. “He has been an excellent ambassador for Amtrak; he is consistent, conscientious and always so polite,” said one colleague. Another said, “[Mike] is respected for his honesty and integrity.”

Michael B. McCarthy is described by managers, past and present, as a true professional who does whatever he can for his passengers. He is the epitome of sustained excellence.

Marilyn B. McCouch

Senior Human Resources Specialist (Retired), Human Resources, Philadelphia, Pa.

Marilyn B. McCouch joined Amtrak on April 12, 1976, and consistently maintained an excellent work standard throughout her 31-year career. Her exemplary work performance, tenacious spirit and results-oriented approach contributed greatly to her ability to operate at such a high level.

Marilyn's knowledge of Health Services was admirable. She developed time-saving internal forms that enabled staff to efficiently process and streamline the voluminous amount of paperwork that flows through the NEC Health Services office. Her interaction with internal and external customers was essential in this field to ensure that company and regulatory procedures and policies were implemented.

Further, Marilyn's diligence and commitment to detail were crucial requirements in the health services field, since inaccuracies are costly. Her oversight of extensive paperwork related to physical exams, drug screens, disability forms was performed with such accuracy and proficiency that the manager and corporate medical director were able to address other medical concerns and/or issues.

Marilyn B. McCouch's excellent interpersonal, organizational and problem-solving skills positively impacted Health Services' overall budget. Her approach to ensuring correct procedures and policies were enforced greatly decreased the clinics' error rates, thereby favorably impacting FRA audit outcomes. Marilyn's ability to adapt to change and to resolve issues was invaluable.

Thomas J. Mulvey

Director, Workforce Management, Engineering, Philadelphia, Pa.

Thomas J. Mulvey began his Amtrak career on April 8, 1973. Over the years, he has been recognized for his intuitive insights and strategic foresight, leaving his signature on such business processes as the Engineering Personnel System (EPS) and the Equipment Training Program. EPS automates the bid/bump assignments for nearly 3,000 Engineering employees with attributes that identify critical qualifications for each specific position. His Equipment Training Program ensures that positions are filled with qualified workers so they are on the job when needed.

Tom's legacy to Amtrak, however, is founded on his capacity to anticipate the critical elements of an argument, articulate those elements convincingly, and ultimately offer his sound advice on workforce issues.

Tom Finn, former vice chairman, Transportation Communication Union, observed that Mulvey is “recognized as having no equal in this realm of endeavor,” said Finn. “Tom's recommendations and decisions have always been in the interest of what has been best for Amtrak as a whole.”

Thomas J. Mulvey is a trusted advisor because people believe in his integrity, prudence and capacity to anticipate what has to be done and how it can be done to create a win-win situation for all involved.

Robert E. Peck Jr.

Analyst, Technical Systems, Information Technologies, Washington, D.C.

Since beginning his career with Amtrak on Sept. 10, 1973, Robert E. Peck Jr. has established a reputation as the go-to guy for technical service for employees. By all accounts, his forward and proactive thinking approach to technical problems is unsurpassable.

Bob has consistently delivered quality support by looking at technical challenges from the user's perspective, ensuring that systems operate properly and enabling employees to efficiently perform their jobs. Citing his efforts to improve service for company executives and their staff, Pat Shaw, senior executive assistant to President and CEO Alex Kummant said, "Amtrak is really fortunate to have Bob for his knowledge of Amtrak's systems environment. He meets the challenges and resolves all the issues to accommodate change by providing information and assistance."

According to Information Technology Director Kathleen Smith, Bob takes on any job and sees it through to a successful completion. For example, "Bob developed an idea to achieve substantial progress in instituting a reliable and functional process for the recovery of e-waste [electronic waste]."

"Bob's availability when the board of directors meets is critical," said Director, Board Liaison John Carten. "He knows all of the Amtrak systems and how they interconnect. He has the ability to find problems and fix them quickly. His institutional knowledge is irreplaceable."

An action-oriented individual, Bob combines an uncanny ability to anticipate and offset potential problems with a knack for working well with peers and his employee customer base. He alerts and educates employees about upcoming changes in technology, thus eliminating surprises when the changes occur.

Robert E. Peck Jr. sets a great example for others to follow by providing a service that allows every employee to do his or her job better. Often a low-key guy who operates below the radar, this behind-the-scenes employee makes sure things run smoothly and successfully.

Dorothy Pope

Headquarters Facility Manager, Procurement and Materials Management, Washington, D.C.

Dorothy Pope began her Amtrak career on Nov. 14, 1973. Over the past 34 years, her job performance has remained consistently exemplary, as she often goes above and beyond her normal duties. Her supervisor and nominator, Sharon Roe, senior director, Administration said, "I personally have witnessed superior work ethic traits in the performance of her job, her professional growth as a first-time supervisor, and her never-ending drive for the success and efficiency of her organization."

Dorothy has managerial responsibility for the day-to-day maintenance of office space, and supports more than 850 headquarters employees at Union Station and 10 G Street in Washington, D.C. A team player who is respected by her peers, she is hardworking, reliable, willing to accept additional responsibility, adheres to deadlines and is constantly striving for professional and personal improvement.

Since headquarters headcount fluctuates, the HQ office space situation often needs to be reviewed, redesigned and updated. To address this challenge, Dorothy and her staff developed and implemented an internal HQ employee

and office space management database to maintain up-to-date work space locations of the entire HQ staff. Dorothy is the epitome of a good leader, supporting 14 HQ departments and utilizing her leadership and diplomacy in handling their requirements.

Due to headcount cuts in the HQ facilities management group, Dorothy was given additional responsibilities as a new manager, and she has stepped up to the plate to quickly master the skills to manage, supervise, mentor and motivate employees. She also took supervisory classes to enhance her skills in facility, project and financial management.

Roe added that, "Dorothy Pope constantly goes above and beyond her assigned responsibilities and goes that extra mile for her customers and for Amtrak, which makes Dorothy an excellent candidate for her 34 years of sustained excellence."

Luretha C. "Cookie" Rhyne

Business Analyst, Information Technology, Washington, D.C.

Luretha C. "Cookie" Rhyne began her 33-year Amtrak career on Oct. 1, 1973, and has steadily progressed through various positions with increasing responsibilities.

For the past seven years, Cookie has managed the operating budget for the group within Information Technology that has responsibility for corporate software license management and its associated costs. Over time, she has exhibited exemplary expertise in the financial management of software license expenditures, and is always investigating opportunities to save Amtrak money in this area.

One example of Cookie's fiscal savvy was the savings recognized when she noticed multiple purchase requisitions for the same vendors during a routine analysis. With input from the Procurement and Materials Management department, she restructured the process.

Cookie also excels in the preparation of her group's monthly operating budget. Her area of responsibility includes all hardware and software expenditures for Information Technology. When Cookie notices the need for forecast adjustments, she promptly brings these matters to management's attention and recommends actions that enable the group to operate within the established budget.

Cookie has a quiet impact on her customer base, which encompasses all Amtrak departments. Her assistance in the procurement of necessary technology has been paramount in the processing of items, from Internet booking capabilities, to providing internal customers with software, to performing their daily functions.

Luretha C. Rhyne has a quiet demeanor and an impeccable work ethic, and is referred to by her nominator, Manager, Information Technology Yolanda Thomas, as a "jewel shining in the darkness."

Camille A. Ross

Senior Environmental Coordinator, Environmental Health and Safety, Washington, D.C.

Camille A. Ross began her career with Amtrak on Dec. 10, 1986. Her work product, knowledge, skills, interpersonal communication, cooperation, collaboration, team spirit, work ethic, motivation and training skills are all

qualities that have enabled the Environmental Health and Safety department to make excellent progress in completing multi-million dollar capital projects such as the environmental clean-up at Wilmington Shops in Delaware and Sunnyside Yard in Queens, N.Y.

Among her many accomplishments, Camille has developed vendor criteria for the company's environmental information system vendors; established financial procedures for Amtrak to trade its excess greenhouse gases on the Chicago Climate Exchange; developed graphic functionality for the Environmental Information System so that field environmental managers and consultants have instant access to facility site plans and environmental data; and designed the overall layout and managed the deployment of the EHS page on Amtrak's Intranet. She also serves as co-editor of the annual EHS report.

Because of Camille's efforts, EHS consistently receives good reviews of its monthly departmental progress reports and financial reports. She also works closely with environmental managers to provide accurate financial reporting for environmental capital projects.

Camille A. Ross has a very positive and "get it done" attitude which rubs off on anyone in the department who works with her. Her performance has been very consistent and she is the "rock" of the department. She is a great team player who understands Amtrak's mission and how the EHS department supports its goals. She takes her environmental and safety work very seriously and displays integrity in all of her actions at work. Camille's knowledge of computers and computer troubleshooting is instrumental and invaluable. In short, she is the key to the success of the EHS department.

Angelo F. Rossi

Technician E, Mechanical, Chicago, Ill.

Angelo F. Rossi began his career with Amtrak on April 19, 1976, and over 31 years has achieved excellent results in a number of assignments, including a new role as an instructor for HVAC, HAZMAT and safety training for new car repairmen. His overall performance and mastery of the Workforce Management System (WMS) deserve the recognition of his peers, who describe him as an exceptional technician with a keen attention to detail.

Known as an excellent repairman, he imparts his knowledge freely to his students to prepare them for work as car repairmen. Angelo's leadership by example enables him to demonstrate to his students the skills required of Amtrak repairmen. A familiar face at the yard where he reinforces the training, he also maintains a high standard of safety awareness, reminding his students and others to perform their duties in a safe and efficient manner.

Angelo F. Rossi is well respected by his peers and his students because his integrity is beyond question, his knowledge is accurate, his judgment is sound, and his pride in job performance is beyond reproach. He has achieved high praise for his students' ability to perform because his methods of instruction are clear and his passion for the job is unparalleled. Angelo is a true asset to the Mechanical department and to Amtrak.

Karen Shannon

Manager, Crew Base Operations, Transportation, Miami, Fla.

Karen Shannon began her career with Amtrak on March 30, 1989, holding such diverse positions as ticket agent, clerk typist, train service coordinator and train service manager. In her current position since February 2006, her commitment to her job is unparalleled, as she approaches her responsibilities with dedication and enthusiasm. With her infectious personality, Karen's concern for on-board service personnel is second only to her insistence that they perform their jobs in a professional manner.

According to Superintendent Tom Guerin, "Karen has been key to the significant progress made in the Miami Passenger Services department during the past year."

Karen Shannon is a self-motivated, highly visible hands-on manager, restructuring the Miami crew base to serve as an efficient team operation. Some of the methodologies employed by Karen to develop a winning team in the Miami Passenger Services department have been adopted by the New Orleans and Raleigh station managers. Her business style and endeavors are great models for others.

Further, Karen used the Customer Relations reports as a managerial tool to determine areas in need of improvement, as well as a means to track progress. This atmosphere established a flow of communication that was integral to the success of crews' efforts under Karen's leadership. Karen's front-line supervision directly corresponds with the Customer Service Index improvement scores for the *Silver Star* and *Silver Meteor* in 2006.

Karen Shannon is a highly motivated and experienced manager. Her business acumen enables her to achieve the goals of the corporation in an effective and efficient manner.

Veronica D. "Ronnie" Sheahan

Secretary I, Human Resources, Chicago, Ill.

Veronica D. Sheahan, also known as "Ronnie," is a human resources specialist in Chicago, who has been with Amtrak since Feb. 7, 1983. Since the beginning of her career, she has demonstrated exceptional overall job performance. Her excellent administrative duties allow her to skillfully perform duties for nearly 600 train and engine employees. She proves daily that she understands the division's goals and is able to assist in different areas when needed.

Ronnie used her extensive computer skills and artistic talents to design the Road Operation's Procedures Manual. She also designed the Standard of Excellence Certificates used to recognize divisional crew bases that are injury-free. Her background in finance is evident when working with vendors.

Ronnie's department receives an average of 175 letters of praise and complaints. To guarantee customer satisfaction, Ronnie maintains an action item file system to ensure that every letter is documented and is given appropriate attention. She wants to guarantee customer satisfaction. Ronnie has been consistent in her performance throughout her Amtrak career of more than 24 years. She has leadership qualities that are far above the rest. An inspirational and motivational person, she is the go-to person for everything, including remembering birthdays and anniversaries. When faced with obstacles, she is a trooper.

Veronica D. "Ronnie" Sheahan is a professional, friendly, caring, capable team player who is eager to do a great job. She works well with everyone and every department. She has been consistent in her quest for excellence and that is why she has earned recognition for sustained excellence.

Althera Stiggers

Foreman III, Mechanical, Washington, D.C.

Althera "Al" Stigger's career with Amtrak began on Sept. 1, 1984, as a coach cleaner. During the past 23 years, her excellent job performance has not gone unnoticed by her superiors.

When it comes to FDA regulatory requirements, her expertise is unchallenged. Mid-Atlantic Division General Superintendent Daryl Pesce said, "Al's active involvement and oversight ensures that Amtrak is compliant with FDA regulations, as well as other regulatory requirements."

As a result of Al's expertise and her ability to competently fulfill her duties, the superintendents are unimpeded in their efforts to address and resolve other pressing issues that are inherent in a demanding 24-hour operation, involving approximately 550 employees.

Al conducts daily safety briefings, makes certain that employees receive safety refresher training, provides blue flag signal protection training and forklift training, performs water point mini-audits to ensure that the potable water is clean and safe, and serves as the lead on the Blood-Borne Pathogen team.

Her ability to efficiently assist with the maintenance of a major mechanical facility and ensure FDA compliance is a tremendous responsibility which she has done successfully for many years.

Althera "Al" Stigger's integrity and trustworthiness are impeccable. She is committed to performing quality work in a demanding and fast-paced work environment. Her exceptional efforts have been noticed. Althera is a key team member.

Sharon K. Strehlein-Roe

Senior Director, Administration, Procurement and Materials Management, Washington, D.C.

Sharon K. Strehlein-Roe started her career with Amtrak on Oct. 6, 1980, as a stenographer clerk in the Engineering department. Since then, she has held a number of positions, including accident clerk, clerk typist, law secretary, senior secretary, executive secretary, administrative assistant to the president, office services manager and executive office director. Over the years, she has proven to be hard-working, personable, dependable, persistent, considerate, and safety-conscious.

With more than 26 years as an active employee, Sharon has consistently performed above the highest of expectations. As a result, she is well respected and admired by her staff, peers, indirect subordinates and executives. Without a doubt, she is one of Amtrak's most dependable employees.

Sharon's achievements include her role in the 2006 implementation of the National Lanier Copier Program, in which she was instrumental in developing a new policy to provide direction in the purchase, accounting and control of more than 500 copiers.

Sharon has also taken part in the planning and relocation of office space. For example, she planned a move and relocation at the 10 G Street facility in Washington, D.C., that resulted in a cost avoidance of about \$30,000. She

has also helped save Amtrak roughly \$10,000 by shifting from a paper distribution of the Amtrak Procedures Manual to an Intranet distribution.

Sharon K. Strehlein-Roe's superiors find her to be an excellent administrator, one who is super-organized with her finger on the pulse of the office, even when she's away from the office. She is a natural problem-solver and leader who deserves special recognition.

Richard "Joe" Sullivan

Lead Ticket Agent, Transportation, Springfield, Ill.

Richard "Joe" Sullivan joined Amtrak on March 30, 1975 as a ticket agent in the Springfield, Ill., station. Today, he is a lead ticket agent, and his daily responsibilities include baggage handling, station accounting, purchasing and receiving. Yet, across all of these responsibilities, this man of many talents ensures that his station maintains a focus on the customer. When resolving a customer issue or handling service disruptions or delays, he turns a negative into a positive.

As one co-worker put it: "He just takes ownership of the station."

For years, all those who have worked for and with Joe characterize him as deserving of respect, and possessing an unwavering commitment to provide the highest level of service to Amtrak passengers. Nowhere is his dedication to excellence more apparent than among the team of employees in the Springfield Station.

To a person, the team members agree that each of them has learned a lot from Richard "Joe" Sullivan. The "Sullivan Standard" of superior customer service over the years has certainly left its mark on passenger rail in Springfield and across Amtrak, and is indeed proof of sustained excellence.

Robert Sunyoger

Reservation and Information Clerk, Central Division, Chicago, Ill.

Since joining Amtrak on Feb. 11, 1974, Robert Sunyoger has shown himself to be a problem transformer who operates remarkably well outside his job scope. Voluntarily working as an "Away Team" member to pre-process passengers on delayed trains, he helps ease the burden of tired, stressed and frustrated passengers arriving on late trains. While on board, he makes hotel reservations, distributes bus and local train schedules and cash vouchers, and arranges for baggage handling and wheelchair accommodations. His volunteer service is invaluable, cost effective and timesaving.

He effectively portrays Amtrak as a well-organized entity, ready to properly handle large-scale situations under pressure while delivering premium service to customers with the utmost respect, professionalism and excellence.

To illustrate: Robert — also known as "Uncle Bob" — mounted directional signs on the walls near the pre-boarding gate so passengers could easily read them, thus directing an orderly flow of traffic and easing congestion in the area. His solutions managed to alleviate confusion, and calm potentially disgruntled passengers.

He helps conductors clear areas of safety/hazardous material, makes the job site worker-friendly and still manages to inspire those around him.

Robert Sunyoger is a man rich in talent, full of integrity and compassion, who gives 110 percent of his time. He embodies excellent customer service characteristics and, after 33 years on the job, remains a valuable asset to

Amtrak. Robert is a selfless, courageous leader who never hesitates to give his time — to save others time — so they can be on time.

Alfred J. Veltri

Chief of Survey Party, Engineering, Providence, R.I.

Alfred J. Veltri became a part of the Amtrak family as a rodman on June 4, 1979, progressing to associate engineer and, in 1992, he became chief of survey party in the Engineering department. During his 28-year tenure, he has been totally dedicated to Amtrak, responding to company needs, sometimes at the expense of his vacations or weekends. When asked about Al, people often speak of his contagious work ethic and unwavering commitment to the company.

Al improved the railroad by designing a better infrastructure, coming up with an innovative track design for the CAPCO turnout which removed a turnout from a curve and provided a more maintainable alignment. He was able to fit the necessary infrastructure within the confines of Amtrak's property and geometric constraints. His quality of work on the mainline has produced excellent track geometry, which improves ride quality and supports higher speeds and reduced trip times. He provided elevation and offset information for placing pre-ballast for 11 miles of new track. He laid out the tracks to enable construction with the Track Laying System, which was more efficient while producing the desired quality.

Alfred J. Veltri is self-motivated and manages his work to support the Engineering department's needs. He doesn't look at the clock to see what time it is — he leaves work when he finishes the job at hand — he's a dedicated employee with a constant display of sustained excellence.

Michael T. Walsh

Foreman, Communications and Signals, Engineering, New York, N.Y.

Michael T. Walsh began his Amtrak career on Sept. 24, 1974, as an assistant maintainer. Since then, he has held a number of positions in the Communications and Signals (C&S) department, including a stint as a maintainer as well as his current position as foreman.

As a supervisor, Mike's commitment to Amtrak is demonstrated on a daily basis by ensuring that safety is tied to the ongoing projects that take place within the New York Division. Recognized for his vast knowledge of the infrastructure surrounding one of the busiest areas of the Northeast Corridor, Mike fosters an environment where everyone involved in a project works cohesively. This is especially true of the employees who work for him because he has a passion for keeping the railroad running safely and smoothly. As a result, managers, supervisors and other departments respect Mike for his vast knowledge and his caring behavior.

As a C&S employee, Mike's primary job is the inspector foreman for FRA testing. Mike has the ability to see the whole picture and plan accordingly while maneuvering obstacles to keep everyone satisfied. Mike's daily actions support Amtrak's corporate values to foster teamwork, reduce costs by maintaining an aging signal system, and promote leadership by example.

Michael T. Walsh is truly the embodiment of sustained excellence; thank you, Mike, for your commitment to Amtrak.

Meredith C. "Lew" Wood

Superintendent, Beech Grove Maintenance Facility, Mechanical, Beech Grove, Ind.

Meredith C. "Lew" Wood began his Amtrak journey on June 18, 1984, as a senior contract auditor II. Hailed for his outstanding work on a two-year auditing project, Lew eventually became a manager and then audit director. As he continued to ascend to the position of director of budget and finance, he was recognized as someone who "is not a games-player, but a very honest person who makes a positive difference for Amtrak." After a number of other management positions in the Operations area between 1998 and 2001, Lew was appointed superintendent of the Beech Grove Maintenance Facility, where he is credited with elevating the quality and efficiency of the shops.

"Lew has made Beech Grove a consistent performer," said Fleet Manager John Grey. "He works harder and longer than anyone I have met at Amtrak." Assistant Superintendent Roger Riggen calls Lew's performance "impeccable," one that "demands quality, on-time performance, documentation, accountability and discipline."

Beyond his demanding responsibility at Beech Grove, Lew was one of five management facilitators in the "Supervision in Action" training program attended by 350 ARASA foremen.

A man of integrity, dedication, intelligence, and persistence, Lew Wood epitomizes the perfect employee. With more than 22 years of gargantuan effort and personal devotion, he has given Amtrak a superlative performance and has inspired his managers and workers to strive for greatness. Congratulations, Lew Wood, on receiving the President's Service and Safety Award for Sustained Excellence.

VALOR

Train 91 Crew

Miami Crew Base, Transportation, Miami, Fla.

While traveling west on the CSXT Railroad "A" line, on Nov. 8, 2006, Train 91, the *Silver Star*, struck a tractor-trailer that had stopped on the railroad after failing to obey the railroad crossing lights.

When the lead locomotive struck the driver's side of the vehicle, the truck's entire passenger compartment was thrown off its frame and into a field next to the railroad. The frame of the truck lodged under the locomotive and was dragged as the train continued to travel approximately 1,000 feet. The truck's fuel tanks contained an estimated 100 gallons of diesel fuel, which spilled from the truck and ignited into a trail of fire along and underneath both sides of the train for the length of the two locomotives, the baggage car, three sleeper cars, and the diner car. Flames were seen through the windows of the train, and smoke immediately began to enter the locomotives and the front cars of the consist.

Because the majority of the 75 passengers were elderly people and others with special needs, the crew faced a potentially catastrophic event; quick, decisive reaction was critical for everyone's safety.

Ed Mahler, Dian Wilson, Matt Stidwell, Ray Nunes and Chris Cook reacted immediately by grabbing fire extinguishers and jumping to the ground to douse the flames. Ray Nunes was also the "eyes and ears" of the event,

keeping everyone informed of the ongoing situation by feeding vital information to CNOC.

George Parker moved through the locomotives, darkened by smoke, shutting down power. He then entered the train cars to help the crew direct passengers away from the smoke and flames. James Newman, Neville Grant, Linda Smith, Eugene Secord, Abdeltif "Sunny" Brij and James McKenney moved all sleeping car passengers and dining car patrons to the back of the train and away from harm. James McKenney also used his large frame to his advantage by literally carrying passengers off the train once Tampa Fire and Rescue arrived and evacuation of the train began.

General Superintendent, Southern Division Joe Wall said, "Thanks to the entire crew's quick thinking, they prevented what could have been a terrible event. They used their training and professionalism to control what can be a very hectic experience."

Train 91 Crew

Abdeltif Brij, chef

Christopher J. Cook, conductor

Neville L. Grant, lead service attendant

Edward D. Mahler, service attendant

James D. McKenney, train attendant

James A. Newman, conductor (retired)

Ray O. Nunes, train attendant

George W. "Billy" Parker, senior analyst, Operating Practices

Eugene E. Secord, lead service attendant

Linda F. Smith, service attendant

Matthew M. Stidwell, train attendant

Dian M. Wilson, train attendant

Carl F. Ferritto

Foreman II, Mechanical, Sanford, Fla.

Foreman II Carl F. Ferritto began his Amtrak career in 1976 as a carman.

On November 7, 2006, Train 53 arrived at the Sanford Auto Train terminal with a vehicle in flames inside auto carrier 9276. Carl, the first to spot smoke coming from the carrier, immediately took command, assessed the situation, and put a plan of action into effect. He contacted the yard conductor via radio, while at the same time dialing 911 on his cell phone. Carl worked expeditiously to ensure that the carrier was secured in an area where it posed no danger to passengers or employees, yet was easily accessible to the fire department.

Experienced in fire and rescue, Carl advised the fire department about the crisis and the equipment necessary to fight this type of fire. He directed the yard conductor to bring the carrier to the crossing on Persimmon Avenue out of harm's way.

Thinking about the possibility of an explosion and the spreading of the fire, Carl approached the burning carrier and unlocked the padlock on the north end doors to expedite the fire department's entry into the carrier. He worked hand-in-hand with firefighters and did not leave until the fire was completely extinguished.

Carl's calm manner during this emergency helped prevent a disaster that would have threatened the safety of the passengers, employees, other automobiles and Amtrak assets.

Because of Carl F. Ferritto's quick thinking the damage was limited to 10 autos and the cost of repairing the auto carrier, instead of a total loss, and

no injuries or loss of life. Carl recently retired from fire and rescue after 20 years of service. His experience and training were clearly evident as he risked his own safety to help others; a true sign of courage.

Steven A. Rivera

Assistant Conductor, Transportation, New York, N.Y.

Steven A. Rivera started his career with Amtrak as an assistant conductor on Dec. 9 2002, in the Transportation department in New York.

This award for valor is based on the events of July 2006 when Train 97, the *Silver Meteor*, arrived at Penn Station from Sunnyside Yard filled with smoke from an electrical fire in the tunnel. Without regard for his own safety, Steven jumped off the train and uncoupled the locomotive. He then assisted the on-board service crew, guiding them along the bench wall and onto the locomotive without a single injury to the crew. As a result of the incident, Steven was later taken to a medical facility where he was treated for smoke inhalation.

Thank you, Steven A. Rivera, for your courageous actions in handling this emergency situation and preventing potentially life-threatening injuries.

PRESIDENT'S SAFETY CONTEST

At the conclusion of each fiscal year, the division with the lowest FRA-reportable injury ratio (number of FRA-reportable injuries for each 200,000 hours worked) in each of the three major operational groups is recognized for its achievement. The lowest ratio among commuter agencies is also recognized. This department-leading performance is testament to an overall commitment to safety and reflective of an ongoing effort to reinforce safe behaviors and promote a safe work environment. The groups below are winners of the FY '06 President's Safety Contest:

Engineering - West Division

0.0 ratio

Mechanical - Wilmington Shops

2.7 ratio

Transportation - New York Division

1.4 ratio

Commuter Service - Coaster

0.0 ratio

ENVIRONMENTAL ORGANIZATION OF THE YEAR

Los Angeles Yards

The employees of the Los Angeles Yards have demonstrated their strong stewardship for environmental protection. There continues to be a very low number of accidental spills at the Los Angeles Yards and they are quickly reported and remediated. Their Environmental Management System-based audit score has shown continuous improvement over the past few years. Their paper and material recycling and ride share programs are among the best in the Amtrak system. It is clear that caring about environmental performance is key for employees at the Los Angeles Yards, and they do their part to sustain it.

2007 PRESIDENT'S SAFETY & SERVICE AWARDS COMMITTEE

Executive Committee Advisor

Lorraine A. Green, VP Human Resources & Diversity Initiatives

Chairperson

Carolyn Stagger

Committee Advisors

Patsy L. Abraham
 Ronald A. DeShields
 Robin T. McDonough
 Alvin R. Richardson
 Karen L. Scott
 Edward J. Vogel, Jr.

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Patricia A. Antonelli	Deborah A. Polk
Julie M. Byrne	Schezal Pough
Georgia S. Campbell	Prince Reid
Gessner S. Canadiate	Earl T. Richmond
Patricia F. Daliege	Susan M. Santini
Jennifer D. Davis-Paige	Gwendolyn P. Shaffer
Victoria G. Garden	George E. Sitter
Pat Graham	Donald R. Skinner
Herbert Q. Gray	Colleen E. Socket
Charles L. Hite	Carol A. Stewart
Tammy L. Johnson	Lynette Turner
Pamela J. Johnston	Susan E. Wood
John J. Lesh	Steven P. Yates
James P. Lewis	
Kathleen Lewis	
Marilyn D. Matchette-Winfield	
Wanda U. McLaren	
Charles G. McMahan	

A Monthly Publication
for and by Amtrak Employees

A M T R A K

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Volume 12 • Issue 10 • November 2007



Cross Country Café Debuts on the City of New Orleans

Passengers, employees, media representatives and local officials participated in an inaugural celebration at New Orleans Union Passenger Terminal on Oct. 28 to launch a new service experience on the *City of New Orleans*, featuring the Cross Country Café. The centerpiece of a strategic reform initiative created to introduce a new customer-focused food service plan, deliver outstanding customer service, increase revenue and lower costs, the Cross Country Café features regional meal selections, expanded menu items and extended dining service hours.



The Preservation Hall Brass Band adds jazz to the product launch, while items like shrimp cocktail with remoulade sauce add spice to the new City of New Orleans menu.



About a year and a half of planning and coordination by the Marketing and Product Management team, in conjunction with a host of Mechanical and Transportation department employees, culminated in the launch. Continuously high on-time performance and Customer Satisfaction Index scores were among the key factors in selecting the *City of New Orleans* for the service model.

As passengers boarded the train on Oct. 28, they were entertained by the famous Preservation Hall Brass Band and were served samples of shrimp with remoulade sauce, one of the new regional appetizers offered aboard the train.

“We’ve taken what we’ve learned from service improvement projects on *Acela Express*, the *Empire Builder* and *Capitol Limited* to design a more cost-effective plat-

continued on page 4

Authorization Bill Passes Senate with Bipartisan Support

By a 70-22 vote, the U.S. Senate overwhelmingly approved Amtrak legislation in late October. S. 294, the Passenger Rail Investment and Improvement Act (PRIIA), authorizes \$11.4 billion over six years for intercity passenger rail and establishes a capital matching program for states to invest in corridor development. Amtrak’s most recent authorization expired in 2003.

While Amtrak has continued to receive federal appropriations since 2003, there has not been any new reauthorization bill passed to establish a national policy on Amtrak and its role as a provider of intercity passenger rail. In addition to significant increases for Amtrak’s capital program, the bill calls for reduced operating expenses, increased efficiencies, service improvements, and encourages competition from private operators. Sens. Frank Lautenberg (D-N.J.) and Trent Lott (R-Miss.) were the lead sponsors of the legislation.

“Passage ... of this six-year reauthorization bill means Amtrak will finally receive the comprehensive assistance needed to operate a modern and safe national passenger rail system that millions of Americans rely on each year,” said Sen. Tom Carper (D-Del.), a member of the Senate Commerce, Science and Transportation Committee and former Amtrak board member.

Across the country, the editorial pages of several newspapers are calling for support of the authorization bill.

A Boston Globe editorial concluded: “In 1970, when Amtrak began,

the interstate highway system was uncrowded, and Americans were just discovering jet travel. Now both systems are fraying and congested, and the train looks better and better.”

Calling the Senate vote “veto-proof,” The Chattanooga Times Free Press wrote, “The lopsided vote reflects a progressive bipartisan understanding that train travel is a necessary part of the transportation mix for America’s future. Travel by rail is more energy efficient than either air or highway travel.”

The Wall Street Journal ran an editorial entitled, “Amtrak’s Uphill Ride is Over.”

“The Senate’s passage of S. 294, while a major step, is still only the first step,” said Government Affairs Vice President Joe McHugh. “There’s still a long way to go.”

The House of Representatives has not yet introduced Amtrak reauthorization legislation but is expected to advance legislation late this year or early next year.

S. 294 is authorization legislation, which essentially establishes the policy framework for intercity passenger rail and sets the recommended annual funding levels to meet the objectives of the authorization. Federal funding must still be obtained on an annual basis via the congressional appropriations process. Once an authorization bill is enacted into law, congressional appropriators can use the authorization as a benchmark for Amtrak’s annual funding level.

T R A I N O F T H O U G H T

I recently met with a group of over a dozen current and prospective state partners to discuss our equipment procurement plan for the coming years. The meeting was particularly meaningful, because it was our first opportunity to formally present the basic elements of our equipment strategy for the coming decade.

Amtrak has been in business for more than 35 years, supported by generations of railroad know-how. It is our expertise that makes us uniquely qualified to lead not only the industry, but also the country, in this direction. We are experts in the design, specification, procurement, management and operation of passenger rail equipment. We are, after all, the National Railroad Passenger Corporation.

While we're taking a leadership role on this issue, it is by necessity a truly collaborative approach to addressing one of the biggest obstacles to rail corridor development — both for Amtrak and for states. Our aging equipment, which we work harder than most any other rail entity in the country, will soon need to be replaced. Although we currently operate service on behalf of 14 states, we're in discussions with more than 35 states about developing or expanding rail corridors, and for that, we're going to need equipment. There's also some support for this at the federal level; pending legislation dedicates funds for states for development of rail corridors, specifically infrastructure and equipment.

Our success in the coming years relies heavily on the strength of our partnerships with states and on investments in equipment and infrastructure. We will be hard-pressed to support the growing demand for rail in the next five to 10 years without new equipment. In addition, if we don't move this plan forward, we will not be well positioned to take advantage of opportunities in future corridor operations. And in the absence of consistent standards and specification, every state partner may select different equipment from different vendors, making our transportation and mechanical operations more complex and more expensive. We simply can't afford to be passive about making sure we are prepared for the growth we expect in the next decade.

Led by the Planning department, our equipment procurement strategy is designed to meet the current and projected levels of demand across the system based on the current availability and condition of our fleet, projected growth in capacity and new corridors, state and national equipment trends, and standard equipment specifications, among other factors.

Once it's fully developed, this plan will position us to provide states the service they need, while minimizing the number and types of equipment by developing standard specifications. Ultimately, our goal is



Alex Kummant

to provide a menu of services and associated costs — including equipment — developed by the Strategic Partnerships and Business Development department from which current and prospective state partners can choose to meet their needs for increased rail service.

Don't look for new equipment tomorrow. The lead times for establishing specifications, designing, procuring and manufacturing equipment are long, which is why we need to move this forward now. With a great deal of hard work, collaboration with states and others, and support from the federal government, we will be making investments in the future of passenger rail for years to come.

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Amtrak Ink

Vol. 12, Issue 10, November 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Correction:

In the October issue of *Amtrak Ink*, it was erroneously reported that the top speed on the *Keystone Service* trains was "up to 95 mph." The *Keystone Service* trains travel at speeds of up to 110 mph. We regret the error.

Yannuzzi Takes Charge in the Southwest Division

Joe Yannuzzi recently accepted the position of general superintendent, charged with leading the Southwest Division's team of more than 1,000 employees. Yannuzzi spoke with Amtrak Ink about his history with the railroad, building relationships with employees and key stakeholders, and the challenges facing the division.

Amtrak Ink: You have been with Amtrak for many years; tell us a little bit about yourself and some of the positions you have held.

Yannuzzi: Many people may not know that I started my railroad career in 1974 as a crew caller for Penn Central, which was subsequently taken over by Conrail, where I worked in Accounting and Labor Relations. When Amtrak acquired the Northeast Corridor T & E employees in 1983, I was hired as lead bulletin and assignment clerk to handle their transition and subsequently became manager of Manpower and Crew Scheduling. Over the past 18 years, I gained a tremendous amount of experience on the Operations side, particularly as Transportation manager over the start-up of Metrolink's Orange County commuter line and as general manager for the Coaster service, which involved overseeing train operations, track, structures, communications and signals, mechanical and material control. Most recently, I worked in the Strategic Partnerships and Business Development department as senior director, handling commuter contracts and new business opportunities.

AI: Are there any key experiences that you feel have helped prepare you for the position of general superintendent?

Yannuzzi: Yes, I believe that my direct and continued involvement with Labor Relations, Human Resources and union representation throughout my career — particularly my involvement with the transitioning process of Train and Engine employees from the freight carriers to Amtrak — has allowed me to grow, understand and appreciate a range of perspectives. Over the years, my direct and continued interactions with various entities including city and state managers, regulatory agencies both railroad- and non-railroad affiliated, county agencies and the unions has provided me with a well-versed understanding of a broad range of issues, concerns and constraints.

AI: The Southwest Division covers quite a bit of territory. How do you plan to get to know more of the front-line employees?

Yannuzzi: Since I've spent the last 17 years here in the Southwest Division, I have devel-



oped what I believe are solid working relationships with many of our front-line employees and managers. My involvement as management co-chair for Operation RedBlock has allowed me to meet many other employees outside the operations arena. However, I fully understand that this is just a small percentage of the employees who make our business function day-in and day-out, so I intend to get out and be visible, meet our employees and listen to their concerns and suggestions.

AI: What do you feel are some of the biggest challenges the division is facing?

Yannuzzi: I know that a strong emphasis must continue to be placed on safety. It is my belief that a positive attitude breeds positive results, and that negative attitudes contribute to low morale, injuries and rule violations. Therefore, I intend to pay particular attention to the attitudes and morale of our employees. I will also continue our focus on improving the on-time performance of our long-distance and corridor trains. Improved reliability can be directly related to improvements in customer satisfaction and has an overall positive impact on the work environment of our front-line employees.

AI: What steps will you take to build stronger relationships with state partners and commuter agencies?

Yannuzzi: Communication is the key and fortunately, I have developed long-standing relationships and have worked closely over the years with many of our current stakeholders

including the state of California, the southern California commuter authorities and BNSF. I look forward to working with the other states and various entities, as well as with Don Saunders [assistant vice president, State and Commuter Partnerships, West] and the Strategic Partnerships and Business Development group, to enhance relationships and achieve the common goal of providing a superior and quality service to the riding public. I also believe that our employees are our best consultants, and I value their input as stakeholders while building bridges with our state partners.

AI: Shortly after you took on your new position, California was struck by devastating fires. How did the division respond to this disaster and come to the aid of employees impacted by

this?

Yannuzzi: First, I'd like to thank everyone for their heartfelt concern and proactive response during that trying situation. Although we canceled our *Pacific Surfliner* service between San Juan Capistrano and San Diego on Oct. 24, our service continued to operate when conditions permitted.

Initially, we did not know the extent to which the fires would impact our employees, but we knew some would be affected. With the assistance of our EAP, Operation RedBlock, Southwest Division and other local employees, we immediately established a command center in Los Angeles to provide outreach to our employees. More importantly, we enlisted the assistance of our front-line employees to help us identify those who may be in need. And, while the fires spread quickly, the actions of our employees spread even more quickly, which helped us identify employees who may have been directly impacted and were in immediate need of assistance.

As of this interview, approximately 35 Southwest Division employees were impacted by the fires and thankfully, they all managed to get through this disaster safely. I'd like to commend the efforts of our employees from all disciplines, including T&E, OBS, stations and mechanical, who kept our services operating during these devastating times. They remained focused on the tasks at hand and performed safely without a single injury or operating rule violation — clearly a testament to their abilities.

WiFi Hotspots Now at Some NEC Stations

Amtrak and T-Mobile now offer WiFi “hotspots” in five key stations along the Northeast Corridor: Washington Union Station, Baltimore Penn Station, Wilmington Station, Philadelphia 30th Street Station and New York Penn Station.

This new service is offered in response to feedback from passengers who want to check e-mail, download their favorite music or just surf the Internet. Using the service, any WiFi-enabled device, such as a laptop, game console, MP3 player or PDA can connect to the Internet in these locations.

The breadth of coverage in each location varies. In all cases, coverage encompasses the passenger waiting areas adjacent to the gates as well as the ClubAcela locations, where available.

“Our customers want reliable and secure wireless Internet,” according to Lenetta McCampbell, senior director, On-Board Systems, who is overseeing the project. “With T-Mobile WiFi at Amtrak stations, we’re ensuring that they can connect to the Internet with enhanced security and make better use of their time in our stations along the Northeast Corridor.”

By serving a much larger area of each station, this service complements Amtrak’s existing free WiFi service available to ClubAcela users.

Over the last few years, Amtrak has sought to continue to build more and better Internet access for its passengers. In the summer of 2003, for example, Amtrak began offering complimentary WiFi access in its Northeast Corridor ClubAcela locations, which was later followed by complimentary access in Chicago’s Metropolitan Lounge.

Amtrak has also begun to explore ways in which it can offer WiFi on trains.

T-Mobile offers a variety of service plans, ranging from single-day passes to unlimited annual access, to best meet customer needs. More information is available at hotspot.t-mobile.com or by calling T-Mobile HotSpot Customer Care at 1-877-822-7768.



Photo: Kevin M. Briscoe
Lenetta McCampbell, senior director, On-Board Systems, oversees the project to bring WiFi to key stations in the Northeast Corridor. Here she is using her laptop in the seating area at Washington Union Station.

Cross Country Café Debuts

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form for delivering a great customer experience on long-distance trains,” said Emmett Fremaux, Marketing and Product Management vice president. “By improving the ambiance and versatility of the car, along with food service quality, passenger convenience and overall productivity, we expect to deliver a better customer experience with improved business results.” Amtrak is committed to cutting its long-distance food and beverage loss, which the company reduced by more than \$10 million in FY ’07.

The new service model will help reshape long-distance service across all other routes.

“Right now, we have four Cross Country Café cars that are assigned to the *City of New Orleans*, but ultimately 18 cars will be deployed as we expand this service to other routes,” stated Product Management Chief Brian Rosenwald. “Once the Cross Country Café is underway on the *City of New Orleans* and we evaluate the service to determine what changes will be made, we will begin developing a plan to roll out the service on the *Texas Eagle*, for implementation in early 2008.”

Louisiana Style Dining — All Day Long

At the Wilmington test kitchen, Manager Product Development, Long Distance Services

Daniel Malzhan was charged with developing a regional menu to serve as the focal point of the Cross Country Café. With input from Regional Executive Chef Hashim Abdul-Salaam and New Orleans-based crews, a selection of southern-style dishes and traditional meal items were created.

“We will continue to serve a traditional breakfast between 6:30 a.m. and 9:30 a.m.,” explained Malzhan. “But, with the inception of the all-day menu, several core items will be available until midnight.” Beef and cheese quesadillas, shrimp remoulade, Memphis BBQ chicken pizza and a build-your-own-burger, featuring garden, Angus, or turkey burgers, are among

the new meal choices aimed at stimulating passengers’ tastes.

In addition to the all-day menu, dinner-specific meals are also available from 5 p.m. until 9:30 p.m. While most menu items were developed according to specifications by a vendor and delivered pre-cooked, an eight-ounce USDA flat iron steak is cooked-to-order on the grill and served with garlic mashed pota-

toes and a vegetable. For those who fancy a more southern fare, passengers may order chicken and sausage jambalaya or New Orleans-style red beans and rice with Andouille sausage.

With the introduction of broader menu selections and improved quality and pricing, this new service model aims to seize opportunities to increase sales and achieve cost savings. Coach and sleeping car attendants are more involved in the food service operation by proactively promoting menu items and focusing on “upselling” whenever possible. In addition, at-seat cart service is being offered to coach passengers.

Cost savings are expected to be realized through reduced equipment, fuel and labor costs resulting from the use of the Cross Country Café instead of the two-car diner and lounge service.

“To stimulate sales, we’ve lowered the prices for several selections, and red and white wine, previously sold in miniature bottles and only available in the dining car, will now be offered at \$5 per glass,” explained Hank Koppelman director, Product Management. In addition, the new menu information is promoted with seat back menus, tabletop displays, on-board signage and announcements.

“We’ve introduced pre-departure dining at Chicago each night and provided expanded, more flexible dining service hours to further increase on-board sales,” added Koppelman.



If It's Fall, It's Football

The fall season marked the beginning of the 2007-2008 National Football League season, and Amtrak is offering special services, contests, game-ticket giveaways and discount passenger fares to get fans to the stadium to cheer their favorite NFL teams to victory.



American Football Conference

In the AFC West division, San Diego Chargers fans may enjoy the "Chargers Express Train" on home game days, with *Pacific Surfliners* connecting directly to Qualcomm Stadium via the San Diego Trolley in Old Town. The passenger's ticket stub serves as proof of payment aboard the trolley to and from the stadium. This offer is valid only on select *Pacific Surfliner* trains with origin points of Los Angeles through Solana Beach, and the only valid destination is Old Town.

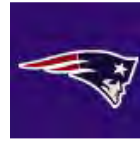


This promotion will be advertised in print, radio and online media, and a rack card for

distribution aboard trains and in stations. Other elements of the partnership with the Chargers include 30-second radio commercials, print ads in the Chargers Tailgate Times and in-stadium Lucky Fan contests.

On the other side of the AFC, Amtrak is building exposure for *Acela Express* through a promotion offering Philadelphia Eagles fans a

chance to relive the excitement of Super Bowl XXXIX with a sweepstakes to win a trip for four to the Eagles-New England Patriots game on Nov. 25. The "*Acela Your Way to New England Sweepstakes*" will be promoted through live commercial reads by on-air personalities during Eagles' pre-game shows, games and updates on KYW 1060 and WIP 610 through a series of 5-, 25- and 30-second spots. Fans will be directed to eaglesradionetwork.com to register for the Amtrak-to-Boston contest.



National Football Conference

Back out West, in the NFC, Amtrak's partnership with the San Francisco 49ers continues

in 2007, with a full schedule of 30-second radio advertisements on KNBR and 107.7 FM. In-stadium elements include Lucky Fan ticket giveaways at 10 home games and four 30-second LED message board displays per quarter.

Also in the NFC West, the 2007-2008 partnership with the Seattle Seahawks focuses on promoting Amtrak *Cascades*. The goal of this partnership is to increase train ridership specifically among weekend travelers, families with children and college students. Supporting elements of the sponsorship include print advertising in the Seahawks' Gameday magazines, online and e-newsletter exposure, and a special contest to win an Amtrak *Cascades*/Seahawks prize package to the Dec. 7 sold-out game against the Arizona Cardinals.



At the stadium, Amtrak *Cascades* logos will appear during the Seahawks Fan Appreciation Day game and Seahawks season ticket holders will receive free companion fare coupons. Additionally, a 25 percent discount code, valid on Amtrak *Cascades* (not valid on home game days), will be offered to select members of the Seahawks' fan database.

Lionel Essay Contest Winners Named

"Kids say the darndest things," according to TV legend Art Linkletter.

Nowhere is that more true than in the more than 230 entries for the Eighth Annual Lionel Kid's Essay Contest for which children ages 12 and under submit essays describing what they like best about riding Amtrak trains. This year's grand-prize winner, six-year-old Tiger — a *Southwest Chief* rider — will receive a Santa Fe El Capitan™ toy train set from the iconic company that has sold more than 50 million toy trains since its founding in 1900.

Citing that the *Southwest Chief* was the best way to get to Disneyland, Tiger said that, "I can ride the train with my father so he doesn't have to drive. The train goes really fast and we get to eat on the train. There is lots of room for my whole family. I like looking out the window and waving to people at the crossing. I have my own really big chair to sit in and I don't have to sit next to my sister."

Fourteen lucky first-prize winners will receive Lionel's New York Central Flyer™ train set. The first-prize entries reflected both the eloquence of pre-teens and the precociousness of pre-schoolers still learning to express themselves.

Twelve-year-old Nisha, a passenger aboard the *Capitol Corridor*, penned this interesting poem:

*The Amtrak is so awesome
I don't know what else to say
It's fast, it's fun, and it easily runs,*

*I wish I could ride it everyday.
The seats are so large and comfy
They make me feel so nice
There's so much in store, and much, much more
All for a pretty good price.
The food is good, served piping hot
I love the mac and cheese.
I eat so much, I cannot stop
I always ask, "More please."
I love to sit near the window,
There's so much out there to see,
I watch the hills go rolling by,
It makes me feel so free.
Now that's all I have to say
Amtrak is the best.
With its speed, its food, its friendly service
It definitely passes the test!*

Then there was four-year-old Caden, an Amtrak *Cascades* passenger, who wrote: "I like that it has FOOD IN IT. I wanna eat the FOOD! I like that has opening and closing doors to the kitchen. I like that it has a bathroom and a dinker in the sprink toilet."

The contest began June 1 and concluded Aug. 31. Entry forms were available on board 43 Amtrak routes across the country.

Expanded Service Results in Record Ridership in Illinois

The addition of eight new train departures between Chicago and 28 downstate cities last year made quite a difference to the communities along Illinois' three state-supported corridors.

Last year, the Illinois Department of Transportation (IDOT) more than doubled its contract with Amtrak along the Chicago-Quincy, Chicago-St. Louis and Chicago-Carbondale corridors. Since the added service began last November, through the end of the FY '07, over 643,000 passengers traveled on Illinois' state-supported trains — nearly an 80 percent increase over the same period the previous year.

"The increase in ridership exceeded our expectations. Each month since we expanded, Illinois trains have experi-

enced consistent growth, which reflects the enthusiasm for passenger rail," stated IDOT Bureau of Railroads Chief George Weber.

Breakfast Suites in Kewanee, Ill., the added service has made it more convenient for customers traveling from destinations along the Chicago-Quincy route to visit his store.

"Since last year, we've seen an increase in the number of people who take the train to our store. With the addition of the morning southbound train out of Chicago, LaGrange and Naperville, travelers can leave early to come to Kewanee, spend the day, and return home in the same evening. It also boosted our bed and breakfast business as many people spend the night and take the early train home the next day." During FY '07, the Kewanee station served 37 percent more travelers than it did the previous fiscal year.

"This is a terrific example of how our partner communities can benefit very quickly from increased corridor development. The economic benefit is seen not only immediately in these communities; it is spread throughout the Amtrak community by creating more jobs to support the increased service," added Anne Witt, vice president, Strategic Partnerships and Business Development.

Mayor John A. Spring of Quincy, Ill., who is a strong advocate of passenger rail, describes the response to the added service. "The service has blended extremely well with our communities. Businesses like Blue Cross and Blue Shield see Amtrak as a great way to



Photo: John Bueschel

On its first day of service just over a year ago, the Carl Sandburg pulls up to the platform at the Quincy, Ill., station.

The expanded service has provided an economic boost to communities along the routes. According to John Good, of Good's Furniture House and Bed and

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Conductor and Passenger Credited with Life-Saving Response

Sept. 14 started out as an ordinary day on the job for Lincoln Service Conductor Bruce Bishop, until he was called to assist a passenger who was slumped over and unconscious in his seat. After checking his pulse and breathing, and finding him unresponsive, Bruce immediately notified the dispatcher and requested medical assistance. Instead of stopping at the next station in Dwight, Ill., Bruce recommended that the train stop at nearby Gardner, because he knew the town had a local police department that could get to the train faster.



Photo: Shannon Gordon

At Chicago Union Station, Conductor Bruce Bishop directs passengers to Lincoln Service Train 305 destined for St. Louis.

Administering CPR for a long period of time can be exhausting; and Bishop, who enlisted the help of others on board, can attest to this. "I can't take all the credit. The passengers were a big help. After helping me move the man to the floor in the proper position, I started administering a cycle of mouth-to-mouth resuscitation and chest compressions. After a few minutes, I alternated with about five or six passengers to continue the cycle for about 25 minutes until the train arrived in Gardner and emergency medical personnel were on the scene."

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State Partners Win PSSA Awards

Amtrak President and CEO Alex Kummant (far right) poses with (L. to R.) Bill Bronte, chief, Division of Rail, California Department of Transportation; Patricia Quinn, executive director, Northern New England Passenger Rail Authority; and Eugene Skoropowski, managing director, Capitol Corridor Joint Powers Authority, after presenting each with the President's Service and Safety Award in the State Partner category at an Oct. 29 ceremony in Washington, D.C.



Photo: Kevin M. Briscoe

All-Reserved Service, Extra Trains Part of Thanksgiving Travel Preparations

Typical ridership doubles during the week of the Thanksgiving holiday, making this time the busiest travel season of the year. To meet the demand of this seasonal boom, Amtrak is adding trains, bolstering its staffing aboard trains and at stations, and alerting passengers to the holiday schedule.

Among the highlights of this year's Thanksgiving holiday preparation is that all trains in the Northeast Corridor will continue to have all-reserved seating during the holiday period, including *Keystone Service* trains that are normally partially unreserved.

"An interesting aspect of all-reserved holiday operations is how the passenger flow behaves in major stations," said Bruce Van Sant, director, Systems Operations, NEC Thanksgiving Program Coordinator. "Previously when service was unreserved, stations crowded up at peak times and stayed that way continuously for hours. With all-reserved trains, stations fill up leading up to each departure time, then visibly empty out [and] the cycle repeats itself every hour."



Along the NEC, Amtrak will continue to use leased equipment, including equipment from MARC and New Jersey Transit. Thirty-five departures will be added from Nov. 20 through Nov. 27 to *Acela Express* service, bringing the weekly total for the service to 177. Regional trains for the week will increase by 28. *Keystone Service* trains in operation during the holiday week will increase to 152. To serve the substantial business at the University of Delaware, additional trains will stop in Newark, Del., on Wednesday, Nov. 21, Sunday, Nov. 25 and Monday, Nov. 26.

"For the *Keystone Service*, we'll run a Friday schedule on Wednesday, Nov. 21 and a Saturday pattern on Thanksgiving Day," said Van Sant. "For Sunday, we'll use what is normally layover equipment to provide extra capacity."

Van Sant added that *Empire Service* is very similar. "We manipulate the schedule and maneuver the equipment, especially for Wednesday and Sunday, to match capacity to demand" he said. "The schedule pattern is a normal Wednesday schedule on Wednesday, a Saturday pattern on Thursday, and a slightly modified Friday pattern on Friday to better fit with Metro-North, which runs a weekend schedule on Friday."

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Cross Country Café Debuts

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The southbound Cross Country Café opens for service one hour before departing Chicago until midnight, and from 6:30 a.m. until the train arrives in New Orleans. On the northbound train, the Cross Country Café opens when the train departs New Orleans and remains open until midnight. Service resumes the following morning at 6:30 a.m. until the train reaches Chicago. "We've also instituted a hospitality hour, offering special pricing on select desserts," added Koppelman.

Better Work Environment, Better Service Delivery

According to Rosenwald, one of the key objectives of the new service plan was to eliminate obstacles to delivering good service by offering employees an improved work environment. To accomplish this, a number of changes were instituted based on input from front-line employees and management.

One such instance involves helping lead service attendants (LSAs) and chefs focus on

providing continuous, consistent service throughout the trip by shifting responsibility for taking inventory, and loading and unloading supplies from Gate Gourmet. "Within minutes of boarding the train, the LSAs can turn on the cash register and begin serving passengers," stated Rosenwald. "Historically speaking, when you look at the role of lead service attendants, and identify what discourages and disheartens them the most, paperwork and administrative requirements are at the top of the list. We've largely eliminated that obstacle so our employees can be more focused on taking care of our passengers and less concerned with paperwork."

Supervisors and managers perform regular audits on board in Chicago and New Orleans to verify that the amounts of supplies issued are correct and to determine when quantities need adjusting.

To promote teamwork and establish a daily service game plan, crew members along with

the Mechanical staff hold briefings in Chicago and New Orleans before each departure. Customer service managers also support employees by assisting the crew with the new processes, identifying barriers and working with the division staff to resolve problems.

"We've also instituted employee recognition and incentive programs geared toward acknowledging the efforts of the employees who deliver outstanding service and increase on-board sales," stated Superintendent of Passenger Services Tom Guerin.

In addition to service enhancements, several major operational changes have been made. Previously operated as a run-through train that arrived in Chicago as the *Texas Eagle* and departed as the *City of New Orleans*, the new service has three dedicated trainsets.

This equipment is cleaned, inspected and serviced by the Mechanical teams at the Chicago Yards and in New Orleans, which makes for more reliable, clean equipment, and

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“Picture Our Train” Photo Contest Winners Announced

A recently retired police sergeant living out a dream to drive across the country is the winner of the 2008 “Picture Our Train” Wall Calendar Photo Contest. Richard J. Allen of Cortland N.Y., submitted a spectacular shot of the *Coast Starlight* as it passed Mt. Shasta, one of the highest peaks in California. Another submission from Allen also won third prize.

Allen and his brother, also a train enthusiast, were on a cross-country trip from upstate New York, visiting other magnificent peaks such as Mt. Ranier in Washington State, when they decided to snap photos of the *Coast Starlight*. From a 20-foot-high embankment preceding a bend in the track, Allen got the shot he was looking for.

“The train was running a little late because of track work, but we waited,” said Allen, “and what a beautiful sight it was, getting a nice view of the mountains and the train.”

Yet, Allen added that his window of opportunity to capture his winning photo was very small, as oncoming smoke from a nearby blazing forest fire quickly reduced visibility.

Congratulations to the second, fourth and fifth prize winners:

Second Place: Bill McBride, Cortlandt Manor, N.Y.

Fourth Place: Amtrak Trainmaster Matt Donnelly, Towson, Md.

Fifth Place: Luke C. Sharrett, Bowling Green, Ky.

This year’s contest launched on July 30 and ended on Sept. 21, and received 104 entries. As the grand-prize winner, Allen receives a photo



Retired police sergeant and train enthusiast Richard J. Allen of Cortland, N.Y., is the grand-prize winner of the 2008 “Picture Our Train” Wall Calendar Photo Contest. This submission is spectacular photograph of a Coast Starlight train passing the majestic Mt. Shasta in Northern California on July 15, 2007.

credit on the calendar and a \$1,000 travel voucher; he also wins a \$250 travel voucher for his third-place entry. McBride, Donnelly and Sharrett will also receive travel vouchers.

Reminder!

All current 401 (k) Retirement Savings Plan participants’ accounts will be transferred from Vanguard to Fidelity by the end of the calendar year. If you haven’t made your investments selections yet, the re-enrollment period ends Dec. 21. You may select their investment options from the list of 26 funds in the Fidelity Plan by visiting www.mysavingsatwork.com/amtrak or by calling the Plan’s dedicated toll-free number, **1-877-477-AMTK (2685)**.

If you are a current 401 (k) participant and didn’t have the opportunity to attend one of the many meetings held across the country in late October and earlier this month, you can view the Fidelity Transition Meeting Presentation posted on www.mysavingsatwork.com/amtrak.

If participants choose not to make selections within this period, the Vanguard account balance will automatically transfer to one of Fidelity’s life cycle funds — called Freedom Funds — based on the employee’s current age and a retirement age of 65. While the account balances of employees who don’t make their investment choices by Dec. 21 will be invested in one of the Freedom Funds, employees may naturally select which of the funds they want to invest in once the transition is completed.

Once the transition for current participants is fully implemented by the first week of January 2008, a rollout of the Fidelity plan to non-participating employees will follow.

It’s Not Easy Being Green

Senior Safety and Training Officer Jeff Fike (left) and Senior Environmental Coordinator, Pacific Division, July Kunz show off an award presented to Amtrak last month by California’s StopWaste.org.

Amtrak received honorable mention as part of the organization’s 2007 StopWaste Business Efficiency Award program for reducing the company’s contribution to landfills in Alameda County, Calif., through its recycling programs aboard San Joaquins and Capitol Corridor trains and at the Oakland Maintenance Facility.



StopWaste.Org, which is the Alameda County Waste Management Authority and the Alameda County Source Reduction and Recycling Board operating as one public agency, makes annual awards to area businesses that continuously improve their environmental performance.

In September, Amtrak’s 30th Street Station was recognized by Building Owners and Managers Association (BOMA) of Philadelphia as the Office Building of the Year for its outstanding maintenance, custodial and environmental program.

Railroading Family Follows Father's Footsteps

Assistant Engineer Leonard Sandoval Jr. worked as a road foreman on the Capitol Corridor, but when he was presented with an opportunity to become an assistant engineer working side-by-side with his father, Locomotive Engineer Leonard Sandoval, Sr., he decided it was time for a change. "With 20 more years before retirement, I'll have a chance to become a road foreman again, but I may never have another chance to work with my dad before he retires," Sandoval Jr. said.

For the past year and a half, the father and son team has spent four-day stints working together during their trips between Denver, and Lincoln, Neb., on the *California Zephyr*. "My father set a fine example. He instilled in us his strong work ethic and because of him, I have developed the mentality that we must do what it takes to keep the trains rolling — that's our main objective," stated Sandoval Jr.

Even though Sandoval Sr. never encouraged his sons to choose railroading as a career, they have made railroading a family affair. Working out of Salt Lake City, his son Patrick Sandoval is an engineer and stepson Christopher Lopez is



Photo: Tim Gallagher
Aboard a California Zephyr locomotive, Assistant Locomotive Engineer Leonard Sandoval, Jr. and his father Locomotive Engineer Leonard Sandoval, Sr. prepare to depart Denver.

an assistant conductor. Scott Sandoval is a hostler in the mechanical department of Denver Regional Transportation District and Fred Sandoval works as a butler on the GrandLuxe Express.

Sandoval, Sr., who started with the Rio Grand Railroad in 1973 and began working for Amtrak in 1987, is humbled by the career path his children have taken. "It is an honor to me that my children followed in my footsteps," stated Sandoval Sr.

Although the Sandoval family has made a commitment to the railroad, they have also shown dedication to serving their country. Leonard Sr., served as a Marine in Vietnam and received a Purple Heart, Leonard Jr., also a Marine, served in the Gulf war, Christopher, a captain in the National Guard, has served one tour of duty in Iraq and will be deployed to Afghanistan in April. "Amtrak really supports active duty military employees. It's good to know that when the soldiers return home from their tour of duty, their job is still here waiting for them," said Sandoval, Sr.

Amtrak's commitment to employees on active military duty is a key reason why it recently announced that the company would extend medical, dental and vision benefits for dependents of employees on military leave through the first 12 months of active duty, after which, coverage may continue at the employees' expense for an additional six months under COBRA.

Amtrak Investigator Foils Credit Card Fraud

Criminal Investigator James Harper of the Amtrak Police Department was recently awarded a certificate of appreciation from the U.S. Department of Justice for his role in a credit card fraud investigation that led to the arrest and con-



Photo: Courtesy of U.S. Attorney's Office

After receiving recognition for his role in foiling a credit card theft ring, James Harper (second from the right) poses with (L. to R.) T.L. Thome, postal inspector-in-charge; Amtrak Police Chief J.J. O'Connor; U.S. Attorney for the Eastern District of Pennsylvania Patrick L. Meehan; and Khary Freeman, postal inspector.

viction of three individuals who stole the identities of more than 30 victims. Harper, based in Philadelphia, received his award from U.S. Attorney for the Eastern District of Pennsylvania Patrick L. Meehan for "his aggressive and dedicated commitment in the successful investigation and prosecution of [three suspects] for stealing the identities of over 30 victims."

Amtrak Police Chief John J. O'Connor and Capt. Maureen Powers, along with Harper's wife and children, were also present for the award presentation.

In January 2005, Harper was assigned to the case, which initially involved the unauthorized purchase of \$100 worth of Amtrak tickets. Eventually, more than 30 people were victims of fraudulent charges to retail establishments, airlines and hotels, totaling more than \$50,000. In the course of his investigation, Harper identified several suspects and concluded that the point of compromise was the Sands Casino Hotel in Atlantic City, N.J., where one of the convicted persons stole the customer credit card numbers and sold them to the other two.

In July 2005, while on uniform patrol conducting ticket checks at the 30th Street Station, Harper observed a ticket purchased with the same credit card numbers and recognized the subject as someone identified in the earlier case. After Harper confirmed that the reservation was made with a stolen credit card, the suspect was arrested with seven different cards in his possession.

"Investigator Harper's extraordinary involvement in this case led to the arrest and conviction of several individuals intent on bringing harm to the public," said O'Connor. "His tenacity and keen eye should serve to put such people on notice that the Amtrak Police Department remains diligent in its efforts to keep our stations, trains and tracks safe for the traveling public."

P R O M O T I O N S I N M O T I O N

All Aboard *The Lady Bird Special*

Amtrak is partnering with the National Constitution Center in Philadelphia for a unique promotion during the run of its *First Ladies: Political Role and Public Image* exhibition. Out-of-town visitors to the Center can save 50 percent on the best available coach fare with the purchase of a full-fare adult, senior citizen, or disabled discounted rail ticket for travel to Philadelphia aboard *Regional*



trains. Visitors to the Center will also have an opportunity to be a part of *The Lady Bird Special*.

In October 1964, Lady Bird Johnson launched a whistle-stop tour from Virginia to Louisiana, giving speeches and distributing paper engineer hats, whistles and saltwater taffy urging voters to “Choose Lyndon.” In addition to the discounted rail fare, the Center will be distributing paper engineer hats at the 30th Street Station, the National Constitution Center and the Independence Visitors Center.

The discount is valid in the Northeast Corridor on *Regional* and *Keystone Service* trains through Dec. 10. Reservations must be made three days in advance.

Online Amtrak Store Discounts Now Available

Amtrak has partnered with American Identity for a new online store, which can be found at www.amtrak.com/store or by clicking the “Amtrak Store” link at the bottom of the Amtrak.com home page.

Under the new partnership, American Identity owns the entire store inventory, with

the exception of special items, such as calendars for consumers and posters.

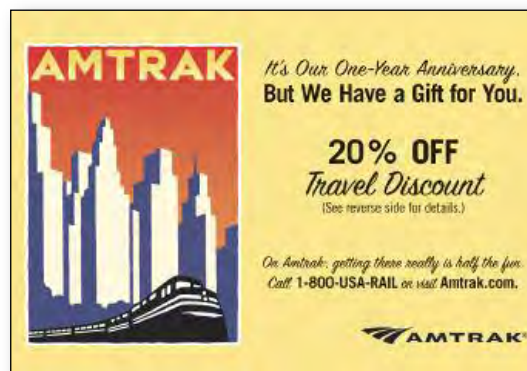
The major benefit of the partnership is that Amtrak employees and departments may now place orders online and receive their 15 percent discount. In the past, discounts were applicable only when ordering by telephone. Discounts apply to online orders only.

Employees must use Promotion Code EMP15 to receive their 15 percent discount on merchandise items only; departments must use Promotion Code RWD15. Promotion codes are for employee and departmental use only.

20 Percent Coupon Marks One-Year Anniversary

To mark the one-year anniversary of the introduction of eight new trains in the state of Illinois,

Amtrak has created a new 20 percent off coupon for future travel for passengers traveling within the state. The coupon is valid through March 31, 2008 on the *Illini*, *Illinois Zephyr*, *Saluki*, *Lincoln Service*, *Carl Sandburg* and certain thruways. The tickets are being dis-



tributed at all staffed stations within the state of Illinois; the coupon is only available at the stations and reservation centers.

Santa Is Coming to North Carolina

It's almost that time of year. Santa Claus invites kids of all ages aboard the *Carolinian*



and *Piedmont* trains on Saturday, Dec. 1 as the “Santa Trains” depart for the annual Holiday Rail Excursions from the Charlotte and Raleigh stations.

The “Charlotte Santa Train” will leave the Charlotte Station at 7:40 a.m., with a stop at the Kannapolis Station, and arrive in Salisbury at 8:25 a.m. The return train will leave the Salisbury Station at 9:26 a.m., with a stop at the Kannapolis Station, and arrive in Charlotte at 10:14 a.m. The “Raleigh Santa Train” will depart from the Raleigh Station at 7:05 a.m., with stops in Cary, Durham and Burlington, and arrive at the Greensboro Station at 8:35 a.m. The return train leaves Greensboro at 9:21 a.m., with the same intermediate stops, and arrives in Raleigh at 11:06 a.m.

Santa will greet passengers with holiday candy treats, and photographs with Santa may be taken on board and during the layovers in Salisbury and Greensboro. At the Salisbury Station, passengers will be greeted by Radio Disney Charlotte, which will entertain passengers with music, games and special holiday goodies. At the Greensboro Station, passengers may view model train exhibits and enjoy complimentary refreshments.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries September 2007

BLACK, CLIFF
CAMERON, ROBERT
COSTELLO, MARTIN
GALLAGHER, PATRICK
GREER, DONALD
GUISHWHITE, RAYMOND
HARDEN, ANGELA
KOPPEL, KEVIN
MANLOVE, JEFFREY
MAXFIELD, THOMAS
MCFADDEN, LAWRENCE
PEDRICK, LISA
POLLACK, JOSEPH
ROBERTS, ROY
SHOWALTER, DAVID
ULRICH, STEVEN
WILLIAMS, CHARLES

30-Year Anniversaries September 2007

BROWN, MARVIN
BULANDA, STEVE
BUTLER, SCOTT
CHIAVARONE, MICHAEL
DI PAOLO, JOHN
DIGREGORIO, SAMUEL
DOUGLAS, TERRY
ESHBACH, JOHN
GIBSON, MICHAEL
GOLDSTEIN, ROBERT
HAMILTON, RICHARD
HAMMOND, LEON
KLENK, HANS
LENTELLE, PAUL
LEWIS, CARL

35-Year Anniversaries September 2007

NOLDER, SILVANA
PADEN, PHILLIP
WYANDT, WILLIAM

Retirees October 2007

BENJAMIN, ROBERT
BISHOP, LINDA
BOWDEN, CHARLES
CARTER, CANDACE
CONNER, RICHARD
DAVIS, CARL
DE LEON, FERNANDO
DOWD, JOHN
ECKERT, TERRY
FAISON, MAYO
FALLERS, JOHN

FETCHINA, EUGENE
GREENWOOD, CECIL
GROTHER, RICHARD
HEDERMAN, JAMES
HERTZOG, CHARLES
HIGGINS, GEORGE
HILL, LARRY
JONES, MACK
KIESLING, DAVID
KRIEGLER, GLADYS
LAINE, ANTHONY
LARGE, FRANK
LEWIS, JESS
MAGUIRE, ROGER
MALONE, WILLIAM
MCCAULEY, LAMAR
NADEAU, JOSEPH
NOLAND, ROBERT
OMAN, JUDY

PETRELLA, ROBERT
PHAM, HUNG
PLUMLEY, MARVIN
ROGERS, JAMES
SHUMAN, RICHARD
SMITH, ALICE
SONN, VYN
SPOON, SALLI
SQUIBB, DAVID
STOLL, RONALD
TOMLINSON, DOUGLAS
VOIRA, MICHELANGELO
WEAVER, ROGER
WOODARD, RAMON
YORE, BERNARD
ZIEHLER, HARRY

Thanksgiving Travel Preparations

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On the West Coast, the *Pacific Surfliners* will require reservations during the Thanksgiving period between Nov. 20 and Nov. 26, leaving the *Capitol Corridor* as the only unreserved service on the West Coast. Rail 2 Rail tickets will not be honored on Wednesday, Thursday and Sunday, Nov. 21, Nov. 22 and Nov. 25.

“On Wednesday, Nov. 21, the *Surfliners* will operate on a Friday schedule and, on Thanksgiving Day, will operate on the Saturday, Sunday, holiday schedule,” said Lynn Berberian, superintendent, Passenger Services, Southwest Division.

In the Pacific Northwest, Amtrak *Cascades* will add 10 trains for the week of Thanksgiving. These trains, operating with Amfleet or Horizon equipment instead of Talgo, will make the same stops as the regularly scheduled Amtrak *Cascades* service, but will not include Business Class or checked baggage service. The schedule is slightly different from last year because there is no Sunday NFL game in Seattle this year.

In the Midwest, steps are underway to add extra capacity. “Ridership in the Midwest was very heavy last year, and advance book-

ing this year looks heavier than what we had last year,” said Mike Frazier, director, System Operations. “Also, we’re proposing to operate Train 352 approximately 75 minutes later on Wednesday, Nov. 21 and Sunday, Nov. 25. This will allow us to turn inbound Train 351 to Train 352 and inbound Train 353 to Train 354 at Chicago, which will enable us to allocate six or seven cars to other services. Accordingly, we’ll be able to handle more passengers and increase revenue.”

Preparations for the busy Thanksgiving season also include a call for volunteers to augment station staff assisting passengers in a variety of areas, including line monitoring, providing help with using Quik-Trak ticketing kiosks, attending gates and offering information.

To capture all of the schedule changes in the NEC during this time, the Thanksgiving Timetable is now available at stations. Published for the first time as a 36-page, four-color brochure, the timetable provides the schedule information for the Northeast Corridor, *Keystone Service* and *Empire Service*, and includes special tips for traveling during the holiday. It is printed in the same color scheme as the regular timetable that became effective on Oct. 29, making it easy for passengers to navi-

Cross Country Café Debuts

continued from page 7

less work for on-board crews at the end of each trip. If maintenance cannot be completed during the layover, the Mechanical team informs the crew of the revised plan to address the issues.

Showcasing Redesigned Equipment

Rebuilt by mechanics at the Beech Grove Maintenance Facility, the Cross Country Café offers a modern and casual dining atmosphere with sleek, curved booth and seating designs, and a bar and galley.

In the galleys, state-of-the-art equipment includes two new combination ovens that can be programmed to utilize both dry and moist heat, which is ideal for cooking appetizers. Combination ovens cook food evenly and efficiently and can be programmed to quickly prepare many frozen items, such as the BBQ

chicken pizza, which cooks in five minutes. The downstairs kitchen is also equipped with a griddle, used to cook steaks and many of the breakfast items. The car is also equipped with a steam table, two microwaves and two conventional ovens.

To reduce the amount of lifting by employees, improve loading efficiency and allow for a cart-based loading service, a new elevator replaces dumbwaiters to transport food between the upper and lower galleys.

Training to Achieve Service Results

In preparation for the service launch, all *City of New Orleans* on-board service employees attended an eight-hour training program and conductors attended three hours of training aboard the Cross Country Café. The purpose of the training was to give employees an opportunity to learn the service plan, experi-

ence working on the new equipment and gain insight from experts in food preparation, cart service operation and accounting procedures.

During the comprehensive training, employees asked questions and provided their ideas and opinions on service delivery. "They also participated in scenarios that covered several topics, including preparing the new menu items, handling take-out service, managing congestion in the car and offering cart service," added Guerin.

While changing the service model is not always easily accepted, it is necessary to sustain food and beverage service aboard long-distance trains. That is why employee input and involvement are essential components of the service's success. "Many of the employees remarked on how thoroughly this plan was put together, a reflection of the understanding that

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Acela Express® Part of New History Channel Promotion

To highlight the premiere of an upcoming special, "1968 with Tom Brokaw," Amtrak and The History Channel have teamed up to create a train wrap of an Acela Express train. The vinyl exterior wrap of a single Acela Express, which will remain in place until the Dec. 9 premiere, appears on both sides of the two



locomotives and six cars of the train, and bears historical images from the year 1968.

"1968 with Tom Brokaw," airing at 9 p.m., is a two-hour History Channel television event, which promises to be a fast-paced, evocative look at the significance of that turbulent — and pivotal — year and the ways it continues to affect the American landscape. Through multiple perspectives from both the famous and not-famous, the special explores the year that forever changed politics, race relations and the American culture.

Traveling between Washington, D.C., New York and Boston, Acela Express ridership topped 3.1 million in fiscal year 2007, an increase of 20 percent over last year. This is the first time an Acela Express train has been wrapped for a promotion.

Life-Saving Conductor

continued from page 6

Later that evening, Bishop was relieved to learn that paramedics were able to resuscitate the passenger, and humbly acknowledges that he and the passengers were instrumental in keeping the man alive.

Bishop was recognized last month by the Central Division for his actions that day. "Bruce's quick response during this emergency was the critical factor that made the difference. He did an outstanding job under very trying circumstances and we're all very proud of him," stated Road Foreman Scott Kenner.

Bishop credits his quick, instinctive actions to the CPR training he had as part of his Block Training program last year where he learned that CPR can restore the circulation of oxygen-rich blood to the brain and can prevent permanent brain damage or death, which without CPR, can occur within eight minutes.

Calendar Contest Yields Other Impressive Entries

Editor's Note: This year's "Picture Our Train" Wall Calendar Photo Contest included more than 100 submissions, each unique in its content and composition. Here's a look at the other prize-winning photos.



2nd Prize: Bill McBride of Cortlandt Manor, N.Y., caught this shot of an eastbound Empire Service train whisking through the winter snow in Oscawanna, N.Y.



3rd Prize: Grand-prize winner Richard J. Allen of Cortland, N.Y., also won third prize with the photo of an eastbound Empire Builder in Bison, Mont.



4th Prize: As the sun sets on the Northeast Corridor, Amtrak Train Master Matt Donnelly of Towson, Md., captured this vivid image of an Acela Express train at the station in Wilmington, Del.



5th Prize: Luke C. Sharrett of Bowling Green, Ky., is the fifth-place winner with this photo of the Crescent crossing the James River in Lynchburg, Va.

FRONT LINE FOCUS

Dear Amtrak:

Recently, my wife and I rode the *Southwest Chief* in a sleeping car from San Bernardino to and from the annual American Railway Engineering and Maintenance of Way Association conference in Chicago. ... I must compliment Amtrak's commitment in providing exceptional service. From the reservation staff to train crews, everyone did an outstanding job to ensure that our trip was to our satisfaction. Here are some notable observations.

... Many times the unsung heroes are the train engineers. ... All of the engineers for the entire route did a very good [job] at train handling. Given the rough track condition in some locations, they did their best to provide as smooth a ride as possible by making good brake applications and even starts. ...

... On both [T]rains #3 and #4, the dining car staff was very efficient, accommodating, professional polite and friendly. ...

... While both of our sleeping car attendants were very good, my wife and I would like to give a special thanks to Henry Ford, who was our attendant on [T]rain #4. While Henry demonstrated the same qualities as the dining car staff, additionally he was easy going and funny, would go the extra mile, and often would be singing while making up the beds or doing other duties. ...

... I work with Amtrak staff on the Pacific Surfliner route on a daily basis and have a similar pleasant experience with them, my wife and I would like to give a special thanks to the staff and crew of Amtrak's *Southwest Chief* for providing a very memorable trip.

Sincerely,
Mitchell A. Alderman P.E.
Chief Rail Engineer
North County Transit District/Coaster

Dear Amtrak:

We just rode the *Southwest Chief* from Los Angeles to Chicago and had the pleasure of Josie Perez as our lead service attendant. She not only is a hard worker, but she is a very caring person.

I was traveling with my husband, daughter and 19-year-old granddaughter. I thought Josie was an excellent example to my granddaughter as someone who took their job to heart and went way beyond her duties, and always with a smile. What a great human being she is.

Sincerely,
Southwest Chief Passengers

ACAC Shares Ideas in New Orleans

What do an art curator from New York, a retired university president from Arizona, and a compliance and standards expert from Illinois have in common? These individuals, along with 20 others, comprise the volunteer Amtrak Customer Advisory Committee that is tasked with providing valuable input from the customer's perspective to Amtrak management.

At the committee's fall meeting held in New Orleans the last weekend in October, the committee discussed a range of customer service subjects ranging from steps that the company is taking to cut the food and beverage loss, to an update on improving signage at stations. Presentations made by ACAC members included suggestions for the Amtrak Guest Rewards® program, checked baggage and ADA-accessible stations. Committee members also had a chance to view the Cross Country Café, the combined diner-lounge car that debuted on the *City of New Orleans* on Oct. 28.



Photo: Margaret Sherry
Emmett Fremaux, vice president, Marketing and Product Management (standing), addresses members of the Amtrak Customer Advisory Council in the newly designed diner-lounge car of the *City of New Orleans*. ACAC members were in New Orleans for a two-day meeting to discuss a range of customer service subjects.

In addition to providing feedback and customer service recommendations, twice a year the committee recognizes service excellence on the part of front-line employees across the country. Chosen by the committee, Customer Service Award winners range from red caps to

call center agents to members of a train crew.

At the New Orleans meeting, the committee announced five new award recipients: *Keystone Service Conductor* Steve Sample; *Flagstaff Station Agent* Gary Chester; *Jackson, Mich., Station Agent* Brian Karhoff; *Texas Eagle Lead Service Attendant* Heather

Hays; and *Southwest Chief Sleeping Car Attendant* Henry Ford.

In FY 07, committee members rode 136 separate trains, submitted 300 trip reports that covered 130,000 miles traveled — all done on their own time and at their own expense.

Cross Country Café Debuts

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we're all in this together," according to Senior Director Product Management Jim Brzezinski.

"You guys hit a home run. We're going to give this our best, but we're counting on you to keep supporting us with this new approach," said Chef Dale LaFrance during a training session. The Product Management team is committed to continue working with all departments, the Southern Division, Gate Gourmet and most importantly, the on-board crews as they continue to fine-tune the Cross Country Café service model.

Record Ridership in Illinois

continued from page 6

move their workforce for training and for meetings at their corporate offices in Chicago. The number of students, professors and teachers we're seeing on the trains demonstrates how well the service benefits our colleges and universities as well. Thanks to Governor Rod Blagojevich's and the Illinois General Assembly's recognizing the need for this service and supporting it with state funding, we have many more travel options."

To celebrate the one-year anniversary of expanded service and to build more ridership, Amtrak and IDOT are offering passengers a 20 percent discount coupon for travel on Illinois service trains and certain thruways. The coupons (see Promotions in Motion on p. 10), available with any ticket purchase at staffed stations along the routes, are valid for sale through March 31, 2008 and for travel Jan. 3 through March 2008.

FRONT LINE FOCUS

Dear Amtrak:

I wanted to let you know about an experience I had recently with some Amtrak personnel in Wilmington [where] I accidentally took the wrong roller bag off the *Acela* when I got off Upon getting to my car and realized my mistake, I immediately went to the baggage area ... and spoke to [Ticket Clerk] Angela Patterson ... [who] could not have been more helpful.

She called ... [Conductor] Chantelle [Pierre] on her cell phone to arrange for the bag to be handed off at Newark. Chantelle was also very helpful, and very responsive to Angela's request. [She] then introduced me to [Usher] Mike Penn ... who gladly offered to meet my bag when it made it back to Wilmington and store it for safekeeping. Angela contacted another colleague in Newark to meet my bag, and put it on a southbound train to Wilmington.

I watched her in amazement as she juggled cell phones, Amtrak phones and computers to get this done for me. And, she did it with a smile and could not have been more pleasant. What a great experience!

... Thank you to Mike, Chantelle, and all the folks at Amtrak who helped me get my bag back, and especially Angela!

Sincerely,

Acela Express Passenger

A Monthly Publication
for and by Amtrak Employees

A M T R A K

ink

Volume 12 · Issue 11 · December 2007



NEC/Acela Improvement Plan Yields Results

When it began earlier this year, the NEC/Acela Service Improvement Program had ambitious goals to change behaviors that improve customer service, sharpen how the company manages service quality, define training and performance appraisal requirements, and create controls to reduce food and beverage losses. Now, as evidenced by improved Customer Service Index (CSI) scores, the program is yielding strong results, and, as 2007 comes to a close, the project team — led by Kevin Scott, chief of staff and operations support — is shifting its focus to sustaining the progress made in the three areas of customer service, performance management and vendor management.

Customer Service and Performance Management

The combined customer service and performance management work streams are characterized by clearly defined performance indicators aligning customer-centric behavior and operating goals, cross-functional meetings, employee engagement and open dialogue between management and employees, all of which combine to enhance a passenger's travel experience.

The new *Acela Express* First Class Handbook that went into effect on Dec. 1 is a key example of proactive integration among functions, enhanced communication and employee engagement. It was created by on-board service employees and managers, both taking an active inter-

est in service outcomes by offering tips on personal customer-centric best practices. While First class offers the additional amenities of a complimentary at-seat meal and beverage service, "First class service is more than serving food. It is a total experience from start to finish which encompasses proper decorum, civility and friendliness," according to the handbook's introduction.

"A key element in improving on-board service involves engaging employees to not only offer improvement ideas, but also to focus on delivering service to our customers using our employees' best customer service behaviors," said Scott.

Customer-centric outcomes from the program include at-seat beverage service in select Business class cars, electronic credit card terminals for food and beverage sales and en route cleaning services.

The combined work streams also focus on job-performance observation and coaching by managers. "We have defined a process to capture data to support ongoing recognition and coaching of on-train crews," said Lenore Slimbock, general superintendent, NEC Operations. "The observation and reporting process allows us to identify and reinforce the skills and behaviors we and, more importantly, our customers want."

Observable behaviors include professional conduct, eye contact, courteousness, adherence to proper uniform standards and appearance,

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New Meal Choices Served on Long-Distance Trains

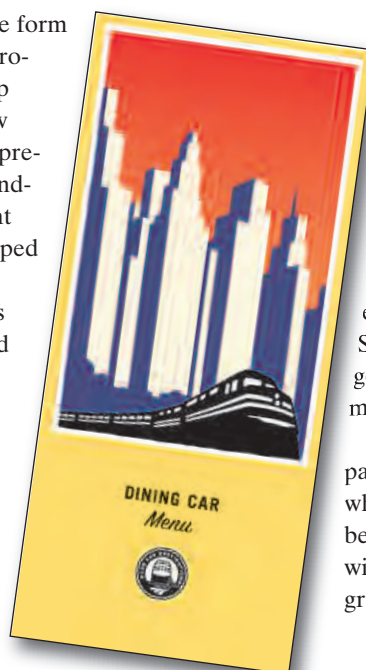
Long-distance passengers are now being offered a broader selection of meals with the new national dining car menus that became effective Dec. 12. With an emphasis on offering more choices and upgraded ingredients, the new menus are designed to generate wide appeal among both coach and sleeping car passengers.

Three distinct menu cycles are offered — changing every three months — according to Product Development Manager, Long Distance Services Daniel Malzhan.

At the Wilmington test kitchen, Regional Chefs Hashim Abdul-Salaam and Paulett Starlwood worked with Malzhan to test all aspects of the new meal preparations and also contributed to developing a special training DVD designed for the on-board chefs. "Since it would be difficult to bring all our chefs to the test kitchen, we took the training directly

to the chefs in the form of this DVD. It provides step-by-step highlights on how each new dish is prepared and is intended to complement the newly developed Dining Service Guide, which was also fully updated to correspond to the menu changes," said Malzhan, who is responsible for the menu development.

The dinner "special" con-



cept, which has been a successful component of previous menus, has been expanded to include breakfast and lunch and is now referred to as the Chef's Marketplace Special. "This meal category works as a placeholder that allows us to customize and regionalize dishes for different routes, introduce new items and remove those that might not be well received," stated Malzhan. Because the Chef's Marketplace Special is communicated verbally to passengers, it also eliminates the need to reprint menus when offerings change.

Among the three breakfast cycle specials, passengers may select either Belgian-style wheat waffles with strawberry compote, blueberry-filled pancakes or scrambled egg pizza with sausage, bacon, ham, green pepper and grated mozzarella.

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T R A I N O F T H O U G H T

With the holidays and new year approaching, I hope you'll join me in taking an opportunity to reflect on what connects us all to Amtrak. In the time that I've been here, I've seen a degree of dedication that is hard to find elsewhere. That's not to say that other sectors or industries don't have committed workforces. But it's true what they say about the railroad, and in particular about Amtrak — it just gets into your blood.

I've heard countless stories from employees who had no intentions of staying beyond a couple of years. And they are the ones celebrating the 20-, 25- and 30-year anniversaries.

I don't pretend to know what it's like to have been here as long as many of you have and to have been part of all the wonderful events and associations over the years — but it is already very special to me. You've developed relationships throughout the company, honed skills as you've developed professionally, seen people come and go, and made long-lasting friendships that are bigger than the confines of our offices, facilities and equipment. In a way, those relationships are the real network behind the Amtrak system.

What draws us to Amtrak at first is probably not what keeps us here. Whether it is a love of the railroad, the constant pace we keep, the interaction with the traveling public, working with our hands, moving big pieces of equipment across the country, or simply the sense of mission, there's an addictive quality to what we do at Amtrak.

I believe that we all care about Amtrak and want to see the company prosper. Each of our roles at Amtrak contributes to our success and brings us a step closer to the efficient railroad that we can all be proud of. During this holiday season, let's be mindful of what binds — rather than what divides — us. I wish you and your family a safe and happy holiday.



Alex Kummant

3
Civic Conversation Held in Pittsburgh
San Joaquin Valley Extraboard Serves As Quik-Trak "Host"

4
Plan Extends Benefits for Military Families

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Back By Popular Demand!

We're responding to your feedback! Beginning with the January issue, Amtrak Ink — in a new magazine format — will again be mailed to your home.

We will, however, continue to send an electronic version of Ink to employees who have a company e-mail address.

Amtrak Ink

Vol. 12, Issue 11, December 2007

Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Community Representatives Discuss Station Renovations

Second Civic Conversation Held in Pittsburgh

Amtrak officials, representatives from state departments of transportation, and community leaders from cities and towns along the Philadelphia-Pittsburgh corridor as well as Bryan, Ohio, on the *Lakeshore Limited*, discussed station improvements at the second “Civic Conversation” held in Pittsburgh earlier this month.

The conversation is part of the company’s Great American Stations initiative, which aims to

strengthen partnerships with public officials and local communities to rebuild and revital-



Photo: Joe Rago

Former Amtrak board chairman and current Meridian, Miss., Mayor John Robert Smith makes closing remarks at the “Civic Conversation” in Pittsburgh. Smith and Osceola, Iowa, Mayor Fred Diehl shared their own station revitalization experiences.

ize stations. Attended by mayors and other civic leaders and state officials in Pennsylvania and Ohio, the day-long workshop helped steer communities toward resources and best practices for rail stations in need of upgrades or repair.

Upgrading a station can sometimes seem like a daunting endeavor to the leaders of a small community who

may not be familiar with the relevant resources. To that end, presentations ranging

from grant funding sources, to station standards and the upcoming Americans with Disabilities Act deadline were made.

“It’s also an opportunity for mayors and their representatives to hear success stories from their counterparts in other parts of the country,” noted Vice President of Government Affairs and Corporate Communications Joe McHugh. Meridian, Miss., Mayor John Robert Smith and Osceola, Iowa, Mayor Fred Diehl presented their own station revitalization experiences as case studies.

One of the key messages echoed throughout the day was the benefit of an upgraded station to its community. In many communities, stations have launched significant economic development activity.

Tales of this economic development, plus tools for communities are available on www.greatamericanstations.com. “We’ve made some functional changes to the site, which has been well received by communities,” said Great American Stations editor Suzi Andiman.

Pittsburgh was the site of the second Civic Conversation held so far this year, the first took place in Denver in August. A third workshop will take place in a location to be determined this spring.

San Joaquin Valley Extraboard Serves As Quik-Trak “Host”

Many employees show a flair for tasks beyond their day-to-day duties and have a knack for taking on more responsibilities. For employees in California’s San Joaquin Valley, this is where Cindy Camara comes in.

As the district manager, Stations for the San Joaquin Valley, which consists of six staffed stations and four unstaffed stations equipped with self-service ticketing kiosks, Camara said: “I try to offer opportunities to my employees to improve their skill sets and to build their internal resumes in ways that benefit Amtrak with little or no cost to the company.”

Enter Fernando Tejada.

Tejada, who has been with Amtrak since June, is an extraboard employee with ticketing and/or baggage handling duties at the Bakersfield, Calif., station. As his duties and time permit, he “moonlights” as a Quik-Trak host, visiting each station in the valley and educating employees and passengers on the use of the Quik-Trak kiosks.



Extraboard Fernando Tejada (left), shown here with a co-worker divides his time between his regular duties and serving as a Quik-Trak host, instructing passengers on the use of the convenient self-service ticketing kiosks at the Bakersfield station.

“Together, Cindy and I came to the conclusion that, to increase ridership, we would have to sell [good] customer service,” said the bilingual Tejada, who also has a background in marketing. “By educating customers to buy their tickets online and pick them up at the Quik-Trak machines, we can free up the staff at the [ticket] windows to provide additional customer service.”

“We have a Quik-Trak machine in every station in the Valley,” said Camara. “Unfortunately, in the past, the public has been reluctant to use them. Fernando goes to each station — in full uniform — sets up a table and provides incentive gifts, like luggage tags, candy, and business cards with instructions to attract users and assist them in how to use the machines.”

As a Quik-Trak host, Tejada has impressed more than just his boss. As an Information Technology project manager, Joe Dannemann is responsible for the field systems testing and

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Plan Extends Benefits for Military Families

At a recent ceremony at Amtrak's Washington, D.C., headquarters, President and Chief Executive Officer Alex Kummant unveiled a new policy to extend medical benefits for military employees and their families.

With L. Gordon Sumner Jr., Ph.D., executive director, Employer Support of the Guard and Reserve, in the wings, Kummant announced that employees serving in the National

Guard or Reserves will be eligible to receive 12 months of extended health care at no cost to the employees. At the conclusion of the 12 months, medical, dental and vision coverage is also available for an additional 12 months at the employees' expense.

"A volunteer military is a key pillar of a free society," Kummant said. "We are all beneficiaries of their service and our debt to the men and women of the armed forces is hard to imagine, let alone repay. But, even if we can't fully repay them, we can make the load they're carrying a bit lighter by taking care of the people who mean the most — their spouses and children."

Kummant added that a key element of the policy change is that the families of employees called to service can continue to visit their family physician, rather than find a new doctor at a military health care facility.

"We will relieve the military medical establishment of some of its workload, and allow it to concentrate on the wounded and the families of regular soldiers, sailors, Marines and airmen," he said. "We will also minimize the disruptions of mobilization, and keep families in a familiar system with familiar providers."

Amtrak employees currently on military leave include:

- Vernon E. Allen, patrolman
- Joseph C. Allione Jr., human resources officer
- Robert Barben, machine operator
- Edgar E. Bingham, general foreman
- Gregory I. Bhola, carman journeyman



Photo: Kevin M. Briscoe

President and CEO Alex Kummant signs a proclamation extending medical benefits for military dependents while Army Maj. Myrna Meshaw, Northeast region deputy director, Employer Support of the Guard and Reserve; L. Gordon Sumner Jr., Ph.D., ESGR executive director; Army Lt. Col. Michael D. Sternfeld, and Air Force 1st Lt. Charles Wetzelberger look on.

- Dana N. Bozemen, reservation and information clerk
- Michael E. Chase, locomotives technician
- Joseph M. Check, project estimator
- Martin E. Davis, carman journeyman
- David L. Dube Jr., MW repairman

- Raymond R. Hyman, machinist journeyman
- Andrew J. Mrozik, large equipment operator
- Darryl D. Oliver, electronic specialist
- William D. Olsen, coach cleaner
- Eric S. Peterson, off-corridor assistant conductor
- Andrew M. Rees III, maintainer
- Kevin G. Rhodes, assistant passenger conductor
- Raymond C. Shafer, senior management, MTLN
- Tiffany M. Stanton, on-board services
- Allan Wade, on-corridor assistant conductor
- John D. Ware, off-corridor conductor trainee

Kummant was joined at the signing ceremony by Chief Operating Officer William L. Crosbie; Vice President of Human Resources Lorraine A. Green; Vice President of Government Affairs and Corporate Communications Joseph H. McHugh, and other national, District of Columbia and Maryland members of the Employer Support of the Guard and Reserve.

Reminder!

All current 401 (k) Retirement Savings Plan participants' accounts will be transferred from Vanguard to Fidelity by the end of the calendar year. If you haven't made your investment selections yet, the re-enrollment period ends Dec. 21. You may select investment options from the list of 26 funds in the Fidelity Plan by visiting www.mysavingsatwork.com/amtrak or by calling the Plan's dedicated toll-free number, 1-877-477-AMTK (2685).

If you are a current 401 (k) participant and didn't have the opportunity to attend one of the many meetings held across the country in October and November, you can view the Fidelity Transition Meeting Presentation posted on www.mysavingsatwork.com/amtrak.

If participants choose not to make investment selections by Dec. 21, the Vanguard account balance will automatically transfer to one of Fidelity's life cycle funds — called Freedom Funds — based on the employee's current age and a retirement age of 65. Employees will have the opportunity of selecting other investment funds offer in the Plan once the transition is completed.

Once the transition for current participants is fully implemented by the first week of January 2008, a rollout of the Fidelity plan to non-participating employees will follow.

New Intermodal Station to Stimulate Economic Growth

Several hundred people gathered in downtown Milwaukee last month for the grand reopening of the new Milwaukee Intermodal Station. Employees and passengers, along with Wisconsin Gov. Jim Doyle (D.), Sen. Herb Kohl (D-Wisc.), Rep. Gwen Moore (D-Wisc.), Milwaukee Mayor Tom Barrett and other local officials participated in the celebration.

The new \$17 million facility, owned by the state of Wisconsin, serves *Hiawatha Service* and *Empire Builder* trains along with Greyhound, Lamers Bus Lines, Inc., Wisconsin Coach and Indian Trails bus lines. Along with the construction of a new three-story glass-enclosed galleria and other exterior renovations, the interior of the remodeled facility features a new lobby that serves Amtrak and intercity bus customers. The station will also house restaurant and retail establishments, and the second and third floors were refurbished for use by Amtrak and other tenants, including the State Traffic Operations Center.

“The station employees really deserve to be commended,” stated District Manager Stations Rick Johnson. “During the 17-month project they worked safely, despite the construction. And while working conditions were not ideal, I didn’t hear a single complaint because they focused on the end result and realized it would be worth it in the long run.”

At the event, Gov. Doyle thanked Sen. Kohl and Rep. Moore for helping secure \$7.4 million in federal funds for the project. The city of Milwaukee provided \$6 million, and the state of Wisconsin contributed more than \$528,000. Milwaukee Intermodal Partners, which manages the new facility, provided nearly \$3 million.

“Today we are celebrating the completion of a new project; one that we know will have a

positive effect not only for this station, but for the city of Milwaukee and Wisconsin as well,” said Doyle. “The Milwaukee Intermodal Station is already providing travelers with a stunning gateway to wherever Amtrak and our intercity bus partners go.”

Serving more than 471,000 travelers in FY ’07, the facility is staged to accommodate anticipated growth in visitors. The *Hiawatha Service*, which carried more than 595,000 passengers in FY ’07, boasted an overall Customer Satisfaction Index score of 86 percent and the highest on-time performance (89 percent) system-wide in FY ’07. Carrying more than 57,000 passengers in October, ridership for the first month of the fiscal year was better than expected and up 10 percent over last year.

Within the last few months, capacity on the *Hiawathas* was increased by adding a fifth 68-seat coach to most frequencies. An improved selection of food and beverages is being offered on more trains and additional Quik-Trak kiosks have been added at more locations. The *Hiawatha Service* offers seven roundtrips Monday through Saturday between Milwaukee and Chicago and six on Sundays.

With the completion of this project, each of the stations — Milwaukee, Milwaukee Airport Rail Station, Sturtevant and Glenview — along this busy corridor are jewels in their respective communities.

The Milwaukee Airport Rail station, constructed in 2005 as a new stop on the corridor,

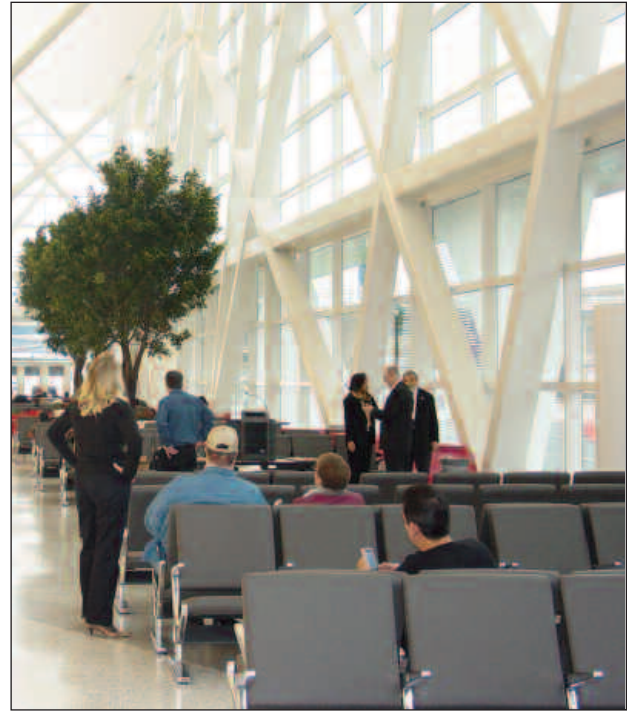


Photo: Courtesy of the Wisconsin Department of Transportation
After the grand reopening celebration of the Milwaukee station, visitors and travelers gather in the new glass atrium waiting area.

connects rail passengers to flights at General Mitchell International Airport, while supporting economic growth by providing easy access to the airport from the Chicago area. For the past nine months, more tickets have been issued at Milwaukee Airport Rail Station’s two Quik-Trak kiosks than at any other unstaffed station in the nation.

In 2006, a new and larger Sturtevant station was opened at the Renaissance Business Park one mile north of the former station to accommodate the growth in ridership. The Glenview station, constructed of red masonry with a

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Plans for Osceola Station Underway

Plans for restoring the historic Osceola, Iowa, depot are one step closer to reality, thanks to the resolve of the city’s mayor, Fred Diehl. The city received the deed for the building in November, and designs are underway to restore the 1907 structure to its former glory.

The city took ownership of the Osceola depot changed hands last month, following years of negotiation with the BNSF. In exchange for work done on a BNSF maintenance building, the deed for the depot was transferred to the city. Federal and county grants, in addition to privately raised funds and money from the city are dedicated to



The restored Osceola station will retain such architectural gems as the original ticket window.

the purchase and renovation of the station, which serves the *California Zephyr*.

“This is a long time coming,” said Diehl. “We plan to transform the station into a modern transportation hub for travelers in southern Iowa while keeping the charm of the original depot.” While possible improvements include a food counter, exterior seating and improved parking, the plans will retain gems such as the original ticket window.

Renovations are slated to begin in early spring and conclude in 18 to 24 months, according to Diehl.

Station Hosts Provide Year-Round Gift

Across the system — from east to west and points in between — there are folks who exist solely to ease the weary traveler's pain or simply offer a kind word and friendly assistance. In addition to Amtrak's own passenger service employees, there is a cadre of volunteers that willingly donates time and a love of the railroad on behalf of thousands of passengers.

On the West Coast, in the small Alameda County town of Emeryville, Calif., Doras Briggs, a former member of the Amtrak Customer Advisory Committee and 2002 recipient of the President's Service and Safety Award as a "Champion of the Rails," started the Station Host Association of California in 2001, making it the first Amtrak-approved station host program in the country. In Fresno, Martinez, Modesto, Oakland, Sacramento, San Francisco, as well as Emeryville, the woman once dubbed "the Empress of Emeryville" led a diverse group of volunteers — old, young, working or retired — who served as information resources for travelers.

"It's fine to like trains, but the emphasis must be on the people in the station," Briggs said in a 2002 interview. "We need volunteers who enjoy talking with and helping rail travelers by answering peripheral questions for which the busy Amtrak staff have little or no time. For a first-time rider through the station, just knowing where to catch the bus to San Francisco or how to get to a BART

station, or the location of an ATM machine, can be a great relief."

There are few requirements for becoming a station host, aside from a desire to meet and help people, according to Greig Pirie, host program president since 2006. Station hosts can choose from a morning, afternoon or evening shift and must serve at least one day a month.



Photo: Courtesy of Greig Pirie
Past President's Service and Safety Award recipient, former Amtrak Customer Advisory Council member, and founder of the Station Host Association of California Doras Briggs (right) enjoys a moment with Greig Pirie, current association president.

Those who serve more than 100 hours during a calendar year receive a free roundtrip on a train anywhere in California.

Pirie, a former salesman who retired in 2004, started as a station host at the Emeryville station in 2002 after responding to an ad he saw as he and his wife were on their

way to the Sacramento Jazz Festival. "I saw an application for station host and it looked interesting," said Pirie, who served as treasurer before being elected president. "I've been in sales and enjoy meeting people. I've always enjoyed trains; I still have my Lionel train."

As president, Pirie oversees all station locations, assists in training new applicants, stays in contact with Amtrak station personnel, and conducts "mini" board meetings every two months. He said his greatest enjoyment comes from watching the organization grow. By the end of the year, Pirie and his California station hosts — now numbering around 40 — will have amassed more than 5,500 hours of total volunteer work.

"But, most of all, it's helping passengers from all over the world. Most folks are so appreciative when their questions are answered."

Briggs' vision for the California station host program and Pirie's execution has likely laid the groundwork for countless other station programs across the U.S.

Joy Smith, assistant superintendent, Station Operations, Southwest Division, for example, oversees a similar program that has been in existence for the past three years. TEMPO, the Texas Eagle Marketing and Performance Organization, a group created to provide Amtrak with local input on issues affecting the *Texas Eagle*, is aiming to expand

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NEC/Acela Improvement Plan Yields Results

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timely delivery of standardized announcements and professional customer service interaction, upselling of food and beverage items, accurate First class order taking and meal delivery and clearing meal trays as needed.

Added to this are an employee self-evaluation process that further fosters manager-employee dialogue and an improved review process that rewards high performance. "What gets measured gets done," said Scott. "What gets rewarded and recognized gets done again."

The project team efforts and the subsequent on-board improvements have led to improved CSI scores. At fiscal year end, the overall CSI score aboard the *Acela Express* trains was 83 percent, a 6 percentage point increase from last year, with friendliness/helpfulness scores for conductors and food service staff increasing of seven and six points respectively. While the overall CSI score for the *Regional* trains remained unchanged at the end of the fiscal year, the friendliness and helpfulness scores of the train conductors and food personnel increased 2 percent and 4 percent respectively over last year. In FY '08, increasing the focus on service quality on *Regional* trains is a top priority of the program.

Vendor Management

Two key goals in the vendor management area are a significant reduction in losses associated with condemnation and shrinkage, with an annualized cost savings target of \$350,000. To date, condemnation is 5.7 percent lower than in June 2007, when the improvement plan began to take hold.

Other key improvements include the introduction of emergency meals, which are frozen complete meals used in the event of a last-minute spike in passengers or delays, increased shelf life for First class meals, increased order accuracy, more efficient par level management and product mix, and specialty meals.

"As with the customer service and performance management work streams, the vendor management process is improving," said Scott. "We have a more structured food and beverage management performance system, effective communication and accountability between facilities and integrated management processes, measurement tools that enhance our ability to manage product distribution, and measurement and control systems that balance cost control with customer expectations."

Accordingly, Scott added, CSI scores related to the availability, quality and freshness and variety of foods have all moved in a positive

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Harassment and Discrimination Unacceptable in Workplace

Recent investigations of acts of harassment and discrimination should put all employees on notice that there is zero tolerance for this type of behavior at Amtrak. Amtrak is committed to providing a work environment that is pleasant, professional and free from intimidation, and does not tolerate any form of discrimination, harassment or retaliation. The following is the entire Amtrak anti-discrimination and anti-harassment policy, which is posted on the Intranet.

1.0 RESPONSIBILITY

Vice President of Human Resources and Diversity Initiatives

2.0 PURPOSE

This policy defines Amtrak's prohibition against discrimination, harassment and retaliation and describes the procedures to be followed for lodging and addressing internal complaints of discrimination, harassment or retaliation.

3.0 POLICY

Amtrak strictly prohibits discrimination and harassment based on a covered individual's race/color, sex (including gender), religion, national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by law. Amtrak also strictly prohibits retaliation. Violation of this policy constitutes an act of serious misconduct that can result in disciplinary action, up to and including termination. This policy applies to all applicants and employees (current and former), whether related to conduct involving fellow employees or a third-party (e.g., customers, outside vendors, persons doing business with Amtrak, and company visitors). Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, layovers, business meetings and business-related social events.

4.0 DEFINITIONS

4.1 Discrimination. Unfair treatment of or preference for an individual because of his/her personal characteristics protected by law. This may include, but is not limited to:

- Taking an adverse employment action such as firing someone, refusing to hire someone, or promoting someone less qualified because of race, age, disability, or other protected personal characteristic;
- Assigning individuals who work with clients or customers to certain departments, accounts or jobs because the client or customer demands or requests individuals of a certain race, religion, national origin, or other protected personal characteristic.

4.2 Harassment. Unwelcome conduct (including sexual misconduct), whether verbal, physical or visual, that is based on a person's personal characteristics protected by law. This may include, but is not limited to:

- Conduct (including sexual misconduct), whether verbal, physical or visual, that threatens, intimidates, offends, belittles, denigrates, or shows an aversion toward an individual or group because of a person's protected personal characteristics;
- Epithets, slurs, or negative stereotyping based on race, age, religion, or other protected personal characteristic;
- Jokes, nicknames, or gestures about a person's disability, sexual orientation, veteran status, or other protected personal characteristic;
- Mocking someone who speaks with an accent;
- Written, printed or graphic material, including magazines, screen savers, posters, and cartoons containing offensive, denigrating, or demeaning comments or pictures based on a person's protected personal characteristics;

- The display of offensive, denigrating or demeaning objects related to a person's protected personal characteristics.

4.3 Retaliation. Threats or actions taken to get even with or punish an individual for

(1) reporting discrimination or harassment; (2) assisting in making a discrimination or harassment complaint; (3) cooperating in a discrimination or harassment investigation; or (4) filing a complaint with the Equal Employment Opportunity Commission (EEOC) or other government agency authorized to handle discrimination and harassment complaints. This may include, but is not limited to:

- Disciplining, changing work assignments of, more closely scrutinizing, providing inaccurate work information to, or refusing to cooperate or discuss work-related matters with an individual because the individual filed a complaint with the Dispute Resolution Office;
- Covering up or attempting to cover up discriminatory or harassing conduct.

4.4 Personal Characteristics Protected by Law. Race/color, religion, sex (including gender), national origin/ethnicity, age, disability, veteran status, sexual orientation or other personal characteristics protected by federal, state, or local laws prohibiting employment discrimination, such as Title VII of the Civil Rights Act.

4.5 Sexual Misconduct. Unwelcome sexual advances, requests for sexual favors and other verbal, visual or physical conduct of a sexual nature. Sexual misconduct may involve individuals of the same or different gender. This may include, but is not limited to:

- Explicit sexual propositions, sexual innuendo (sly remarks), sexually suggestive comments, or sexually oriented "kidding," "teasing" or joking;
- Sexually oriented leering, whistling, or gestures;
- Commentary about an individual's body, sexual prowess or sexual deficiencies;
- Displaying, storing, distributing or transmitting pornographic or sexually oriented materials using Amtrak equipment or facilities. For example, calendars, e-mail messages, web sites, screen savers, posters, and cartoons;
- Repeated unwanted sexual flirtations or requests for dates;
- Possessing, reading, or viewing sexually oriented material at work;
- Intentional physical contact, of a sexual nature such as patting, pinching, grabbing or brushing against another person's body;
- Conditioning employment (or the promise of business) with Amtrak on the provision of sexual favors.

5.0 PROCEDURES

5.1 An employee who feels that he/she has experienced or witnessed any conduct that is prohibited by this policy should notify his/her supervisor/manager, department head, or the Dispute Resolution Office. The Dispute Resolution Office can be reached by calling its toll-free hotline at (877) 351-8338.

5.2 Employees should file complaints as soon as possible after the alleged violation of this policy, but in any event, no later than one year following the alleged violation. Amtrak encourages, but does not require, that an employee's complaint be in writing.

5.3 Once a supervisor/manager or department head becomes aware that discrimination or harassment may be occurring, either from personal observation or as a result of an employee coming forward, he/she is required to report the perceived misconduct immediately to the Dispute Resolution Office.

McLean Elected Board Chairman



Photo: Kevin M. Briscoe

Amtrak Board of Directors member Donna McLean was elected chairman of the board at a Nov. 8 meeting in Washington, replacing David M. Laney, whose term expired in late November.

The owner of Washington, D.C.-based Donna McLean Associates, a transportation policy consulting firm, McLean was appointed to the board by President Bush and approved by the U.S. Senate in July 2006. Prior to her election to

chairman, she served as the board's vice chairman.

McLean was assistant secretary for budget and programs and chief financial officer at the U.S. Department of Transportation, and served as the assistant administrator for financial services at the Federal Aviation Administration. She was also a former staff member of the Aviation Subcommittee of the House Transportation and Infrastructure Committee.

PRWG Releases Report on Future of Passenger Rail

At a Dec. 6 press conference in the Washington Union Station's Starlight Room, Wisconsin Secretary of Transportation Frank Busalacchi and other members of the Passenger Rail Working Group (PRWG) released "Vision for the Future: U.S. Intercity Passenger Rail Network Through 2050," a report that includes a detailed analysis of the costs and benefits of an expanded system, including a vision of what such a system could look like at the mid-century mark.

Citing rising fuel prices, increased airport and highway congestion, as well as environmental and energy benefits, the plan advocates a national passenger rail network consisting of four layers: current intercity passenger rail routes, federally designated rail corridors, corridors in the planning or development stage and potential future routes.

The plan was submitted to the National Surface Transportation Policy and Revenue Study Commission, a bipartisan group established by statute in 2006 to examine national surface transportation needs and funding mechanisms.

'Tis the Season

Since the day after Thanksgiving, everyone's favorite guy in a red suit — Santa Claus — has been making his rounds across the Amtrak system. From the West Coast to the East Coast, and several points in between, St. Nick has greeted passengers, dispensing gifts and good cheer.

On Nov. 23, Santa and a group of elves boarded the *San Joaquins* for a trip between Fresno, Calif., and Hanford, Calif., to meet and greet more than 350 passengers, including 240 kids. In addition to photos with Santa and enjoying candy canes, the kids and their parents rode fire trucks to the Hanford Theatre for a showing of the movie "The Polar Express," starring Tom Hanks. The movie showing was then followed by the Hanford Christmas Parade and the return trip to Fresno later that evening.

The next day, Santa traveled with Mrs. Claus with about 40 passengers aboard the *Kansas City Mule* from Sedalia, Mo., to Warrensburg, Mo., as part of a community and radio promotion with KKKX Radio in Sedalia.

Another West Coast event was the holiday open house at the Van Nuys, Calif., station, which coincided with the Metrolink Holiday Toy Express train that arrived at the station at 8:15 a.m. on Dec. 8. The local fire department opened its Spark of Love toy drive to collect and distribute toys to needy children. Sales and promotion literature was also used to highlight train travel to a variety of destinations across the Amtrak system.

In the Pacific Northwest, Santa and Mrs. Claus joined 84 passengers on the Santa Train — actually the Amtrak *Cascades* — from Vancouver, Wash., to the Kelso, Wash., station on Nov. 30. The event also included a tree lighting ceremony at the Kelso station, a bazaar and a food and clothing drive inside the station. Amtrak *Cascades* companion coupons were provided for every donation.

In the Midwest, Santa and Mrs. Claus traveled from Kirkwood, Mo., to Washington, Mo., on Dec. 7 again aboard the *Kansas City Mule*. They were then carried by horse drawn carriage to Santa's "house" in the business district in downtown Washington. Two days later, Santa and his helper hopped aboard the *Illini* to travel from Effingham, Ill., to Mattoon, Ill.



Santa and his helper play host to more than 240 kids at a recent Santa Train celebration in Hanford, Calif. In addition to a ride aboard the *San Joaquins*, the kids enjoyed a Christmas parade and a showing of "The Polar Express," starring Tom Hanks.

Continuing his tour, Santa also boarded the "Santa Express" departing Oklahoma City, Okla., bound for Fort Worth, Texas. While on board, he greeted the public at station stops, dispensed candy canes to passengers, and engaged in photo sessions.

To round out the festivities, the Western New York Railway Historical Society partnered with Amtrak to run two "North Pole Limited Santa Trains" from Niagara Falls to Buffalo-Depew on Dec. 2 and Dec. 9. Each group of 150 passengers met Santa and his elves, who handed out candy canes and engineers' caps for the kids.

P R O M O T I O N S I N M O T I O N

B&O Museum Opens Annual "Holiday Festival of Trains"

As part of its annual December tradition, the Baltimore & Ohio Railroad Museum in Baltimore is holding its "Holiday Festival of Trains," featuring a wide array of model rail-



roads and toy trains including an extensive model train layout that runs the full length of an actual passenger rail car from the 1930s. As a champion-level corporate sponsor, Amtrak receives logo and hyperlink exposure on the museum's Web site and visitor's guide, as well as sponsorship recognition in the B&O Railroad Museum's annual report and newsletter.

An added perk: by presenting a ticket stub receipt or valid employee ID, the museum offers Amtrak passengers and employees an exclusive admission discount through March 2008.

The "Holiday Festival of Trains" is open to the public until Dec. 30. However, the museum is closed on Christmas Eve, Christmas Day, New Year's Eve and New Year's Day. For more information on directions, hours of operation and admission prices, visit www.borail.org.

AGR Members: Take 4, Get 1 on San Joaquins

To increase ridership on the *San Joaquins* between December and February and drive enrollment in Amtrak Guest Rewards,® passengers who take four one-way trips on the *San Joaquins* will earn 1,000 Amtrak Guest Rewards bonus points, enough for a free coach ticket. Membership in Amtrak Guest Rewards is required and members must register for the promotion to participate.

Bonus points will be automatically awarded upon completion of four qualifying one-way trips aboard the *San Joaquins* between Dec. 3 and Feb. 29,



2008 that include the passenger's member number in the reservation. Travel with a monthly pass or multi-ride tickets does not qualify for this promotion.

Amtrak AAA Winter 50% Off Companion Fare

To stimulate travel on long distance-trains, Amtrak is introducing a new 50 percent off one companion rail fare for AAA members. A



minimum three-day advance reservation is required and must contain a current valid AAA membership number;

the AAA membership card must be presented at the time of ticketing and on board the train.

The promotion continues through Feb. 29, 2008 and is valid for travel from Jan. 7, 2008 through March 13, 2008.

The offer is valid on the following Amtrak services:

<i>Ann Rutledge</i>	<i>Kansas City/St. Louis Mules</i>
<i>Crescent</i>	<i>Pennsylvanian</i>
<i>Cardinal</i>	<i>San Joaquins</i>
<i>City of New Orleans</i>	<i>Lincoln Service</i>
<i>Auto Train</i>	<i>Lake Shore Limited</i>
<i>Capitol Limited</i>	<i>Pere Marquette</i>
<i>Carolinian</i>	<i>Silver Service</i>
<i>Ethan Allen Express</i>	<i>Vermont</i>
<i>Blue Water</i>	<i>Maple Leaf</i>
<i>Capitols</i>	<i>Piedmont</i>
<i>Amtrak Cascades</i>	<i>Southwest Chief</i>
<i>Illinois Zephyr</i>	<i>Wolverine</i>

San Joaquin Valley Extraboard

continued from page 3

maintenance of the Quik-Trak machines. On a recent trip to Los Angeles to review machine operations, he became familiar with Tejada.

"He's a sharp guy," Dannemann said. "With his background, his role will be beneficial to Amtrak in general, and I anticipate that we will see increased usage of Quik-Trak machines in the San Joaquin Valley."

Among the stations in the San Joaquin Valley — Bakersfield, Fresno, Hanford, Merced and Modesto — more than 23,000 tickets

were issued via Quik-Trak, accounting for \$522,495, according to data provided by Amanda Raman, manager, Financial and Operational Analysis.

While Tejada credits Camara with the foresight to improve customer service in the San Joaquin Valley stations, she is just as adamant that it could not have gotten off the ground without his dedication to the task.

"I may have assigned [the responsibility], but he picked it up and ran with it," said Camara.

EMPLOYEE MILESTONES

Congratulations to All of You!

25-Year Anniversaries
November 2007

BROWN, CHARLES
COOKE, CHARLES
COVEY, BRYAN
DERUCHER, STEVEN
FAIRCLOTH, GARY
JANDA, DOUGLAS
LAWSON, ARTHUR
MARTINEZ, JENNY
PALMER, RICHARD

30-Year Anniversaries
November 2007

BOLANOS, DANIEL
BOYER, ROBERT
BRYAN, RONALD
MEADOR, HAROLD

MONTGOMERY, GEOFFREY
RODRIGUEZ, EFRAIN
SUFAN, KAMAL
TORRES, RAFAEL
WHEATLEY, KEVIN
WOODLEE, JERRY

35-Year Anniversaries
November 2007

ARBUCKLE, JOHN
BANKS, JAMES
BATTEN, ROBERT
BERNABO, ROGER
COBURN, ARTHUR
CROWE, GARY
GUENZLER, BRUCE
LARGE, DEBRA
LAY, DONESTA

LEHMAN, DIANE
MERCER, RICHARD
MOYER, JILL
ROPER, ROSILENE
SHEAHAN, KERRY
TURNER, BEVERLY
VIOLANO, JOANN

Retirees
October 2007

BENJAMIN, ROBERT
BISHOP, LINDA
BOWDEN, CHARLES
CARTER, CANDACE
CONNER, RICHARD
DAVIS, CARL
DE LEON, FERNANDO
DOWD, JOHN
ECKERT, TERRY
FAISON, MAYO

FALLERS, JOHN
FETCHINA, EUGENE
GREENWOOD, CECIL
GROTHER, RICHARD
HEDERMAN, JAMES
HERTZOG, CHARLES
HIGGINS, GEORGE
HILL, LARRY
JONES, MACK
KIESLING, DAVID
KRIEGLER, GLADYS
LAINE, ANTHONY
LARGE, FRANK
LEWIS, JESS
LONG, DAVID
MAGUIRE, ROGER
MALONE, WILLIAM
MCCAULEY, LAMAR
NADEAU, JOSEPH

NOLAND, ROBERT
OMAN, JUDY
PETRELLA, ROBERT
PHAM, HUNG
PLUMLEY, MARVIN
ROGERS, JAMES
SHUMAN, RICHARD
SMITH, ALICE
SONN, VYN
SPOON, SALLI
SQUIBB, DAVID
STOLL, RONALD
TOMLINSON, DOUGLAS
VOIRA, MICHELANGELO
WEAVER, ROGER
WOODARD, RAMON
YORE, BERNARD
ZIEHLER, HARRY

Zero Tolerance Harassment and Discrimination

continued from page 7

5.4 The Dispute Resolution Office is responsible for investigating complaints of discrimination and harassment on behalf of Amtrak. Once a complaint is reported to the Dispute Resolution Office, an investigation will be initiated. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.

5.5 Every complaint will be treated confidentially to the extent practical, keeping in mind that investigation of the complaint may require its disclosure to certain individuals during the course of the investigation. If it is determined that immediate action is required to prevent any further harassment/discrimination, the Dispute Resolution Office will notify the appropriate Executive Committee member or Department Head. The Executive Committee member or Department Head will be asked to take interim measures to address the alleged harassment/discrimination pending investigation by the Dispute Resolution Office.

5.6 At the conclusion of an investigation, the Dispute Resolution Office will determine whether the allegations were founded, unfounded

or inconclusive and notify the complainant in writing of the results. If it is determined that the allegations are founded, Amtrak will take corrective action, including discipline up to and including termination, as is appropriate under the circumstances. The refusal to implement corrective action or the obstruction of corrective action designed to remedy a violation of this policy may result in sanctions or disciplinary action.

5.7 The making of intentionally false accusations of discrimination or harassment or the provision of intentionally false information regarding a complaint is also prohibited by this policy. Persons found to have made intentionally false accusations or who have provided intentionally false information may be disciplined, up to and including termination. Complaints made in good faith, although not found to be valid, will not be considered false accusations.

5.8 All employees are expected to cooperate fully in investigations of perceived discrimination or harassment by (1) disclosing complete and accurate information pertaining in response to questions by the Dispute Resolution Office; and (2) not concealing information or obstructing investigations. The failure to cooperate in a Dispute Resolution Office investigation may result in sanctions or disciplinary action.

New Long-Distance Meal Choices

continued from page 1

Three new omelets designed with new flavor combinations also appear on the breakfast menu, including the Californian omelet filled with black olives, roast red peppers, artichoke and parmesan cheese. In addition, an upscale, larger, chicken apple sausage link replaces the turkey sausage and a two-ounce pork sausage patty replaces the once-ounce patty. Items reintroduced this season include biscuits, grits and smoked bacon. With a focus on freshness, bananas replace the pre-cut fruit medley.

For the first time, the lunch menu features hot entrée specials and upgraded side dishes, such as slow roasted beef with garlic mashed potatoes, herb roasted Italian style meatballs in marinara sauce on yellow rice pilaf and an open face roast turkey and gravy sandwich served over buttermilk biscuits. New cold sandwiches such as the turkey-walnut-cranberry salad sandwich served on multigrain oat-topped bread, are other lunchtime highlights. A build your own turkey, Angus or garden burger item, currently offered on the *City of New Orleans* Cross Country Café, is also featured on the lunch menu.

Aimed at drawing more coach passengers to the dining car, a hot and cold appetizer that

can be purchased alone or with an entrée is available on the lunch and dinner menus. Passengers may purchase chips, salsa and guacamole or chicken wings with blue cheese and celery. At dinner, shrimp cocktail is an added option. While appetizers are not included in the complimentary meals offered to sleeping car passengers, they may be purchased separately.



A delectable chocolate and peanut butter torte is one of the new desserts offered on the cycle 3 menu of most long-distance trains.

Among the dinner selections, herb and sun-dried tomato braised beef, roast pork tenderloin with scallion sauce and ale braised beef with bacon and pearl onions appear on the three-month rotation. Seared salmon filet and

herb-scented rainbow trout are both served with herb and white wine butter sauce and a tilapia filet is served with roast red pepper sauce. "Sauces have been reintroduced as an enhancement to the fish category," explained Abdul-Salaam. Also returning to the dining car menu are hand-cut, USDA Choice flat iron steaks, cooked to order, which can be prepared with either a zesty mesquite rub or served plain, with salt and pepper.

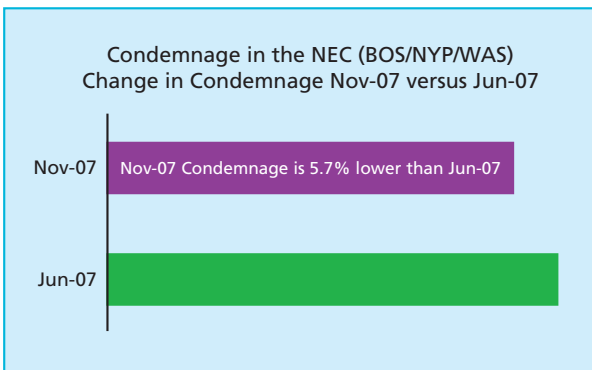
After finishing an appetizing meal, passengers are in store for a real treat. "We've upgraded and improved the quality of our entire dessert menu," added Malzhan. Four dessert categories are featured; chocolate (red velvet cake, chocolate cherry torte and chocolate peanut torte), cheesecake (New York-style, crème brulee and raspberry-white chocolate), fruit (key lime pie, lemon square and apple ginger crisp) and ice cream (individual serving of chocolate or vanilla).

The new dining car menu is available on all long-distance trains except the *City of New Orleans*, *Lake Shore Limited*, *Cardinal* and *Auto Train*, as these trains have specifically designed menus that correspond to the equipment constraints or the marketing focus.

NEC/Acela Improvement Plan

continued from page 6

direction. The three-month (July-September) average CSI scores increased 13 percent, 4 percent and 5 percent, respectively, over the same period last year.



What's Next?

"We have completed the initial stages of the project," said Scott, "and we are now focused on sustainability."

Yet, with the focus on sustainability, several potential risks must be mitigated, Scott added. "We must continue to automate our tasks, continue to expand communication regarding process and successes, minimize distractions resulting from organizational change and maintain our momentum.

2008 Amtrak Calendar Now Available

The Amtrak 2008 wall calendar is here!

The full-color calendar, which is available for sale, features the Coast Starlight passing the majestic Mt. Shasta in Northern California, in a photo taken by Richard J. Allen, of Cortland, N.Y., winner of the "Picture our Train" Wall Calendar Contest.

For personal orders of the large calendar or additional copies of the small calendar, visit Amtrak.com/store for details, or call 630-285-9734.



FRONT LINE FOCUS

Dear Amtrak:

My wife and I recently had the pleasure of riding the *Southwest Chief* from Los Angeles to Chicago. ... Our attendant was Henry Ford. Henry was, by far, the most attentive and most cordial of all the attendants we have ever had. His demeanor, actions and control of the travelers were exemplary. ... His actions put everyone at ease, particularly those who had not traveled by rail before. His service timing was always impeccable. His knowledge of the route was superb. He not only knew where we were at any time, he always had a story about each place we traveled through.

... Overall, Henry made the traveling experience most enjoyable. We wholeheartedly recommend Henry for recognition for his work ethic and personal attitudes. Henry has brought great credit to himself and also to Amtrak. He should be the role model for your attendants.

Thank you again,
Southwest Chief Passengers

Dear Amtrak:

This is a long overdue “thank you” to George Arredondo, who is one of the conductors on the [*Texas Eagle*]. When I had to make a trip alone last fall, Mr. Arredondo saw me onto the train in Alpine, where we said goodbye to my husband. When the train arrived in El Paso at twilight, Mr. Arredondo drove me to my hotel to spare me the time and expense of calling a taxi. It was a long ride made cheerful by stories of growing up in West Texas and watching our families grow.

My husband and I are both grateful for Mr. Arredondo’s exceptional generosity. Amtrak is fortunate to have him on board.

Sincerely,
Texas Eagle Passenger

Station Hosts Are Year-Round Gift

continued from page 6

its station host program beyond the Dallas/Ft. Worth area to include stations along the segment of the route between Poplar Bluff, Mo., and San Antonio, Texas.

“We placed an ad in newspapers from Marshall, Texas, to San Antonio to Houston,” said Smith.

Similar to the California program, applicants for the TEMPO station host program submitted applications, underwent interviews and completed a training program before donning their official volunteer caps and badges. Today, the program consists of about 20 volunteers.

“You can’t put a dollar value on the dedication, energy and benefit to Amtrak of these people who don’t get paid a nickel,” added Smith. “But, these folks don’t just support Amtrak; some work [volunteer hours] at hospitals. They are committed to public service and giving back [to the community].”

Typically, station hosts work side-by-side with station agents and other personnel — not to handle baggage, clean facilities or other physical tasks — but to help passengers as they train and detrain. Yet, at some stations, there are no Amtrak personnel on site. At the Kirkwood Station in Kirkwood, Mo., nearly 200 volunteers responded to a call to action by the mayor in 2003, when

budget cuts removed Amtrak personnel from the station. As with the other station host programs, a cross-section of Kirkwood’s citizen meet and greet passengers.

For their efforts, the Kirkwood Station volunteers were recognized in October 2004 as a “Champion of the Rails” at the 25th Annual President’s Service and Safety Awards Ceremony in Chicago.

About 1,200 miles to the east lives a man not formally affiliated with a station host program, yet for nearly 30 years, he has been a mainstay at Miami’s Northwest 37th Street Station. A former Navy guy who eschews idle time, Daily Braxton spent his post-military time — that is, until cataracts made it unsafe to drive — tooling around in a white Cadillac, shuttling Silver Service conductors back and forth between their lay-over hotels and the station.

Ironically, when his Braxton and his now-deceased wife, Sadie, relocated to Miami, he applied for a job at Amtrak, which he never got, according to a Miami Herald profile on Braxton. It remains common knowledge: “If you need anything, call Mr. B.”

For all of the Mr. B.’s and Doras Briggses who tirelessly offer their “gift” on a daily basis, Amtrak offers its gift of gratitude.

Station to Stimulate Growth

continued from page 5

stone base and a simple clock tower, was built in 1994 to spur development in Glenview’s downtown and business districts.

“I am proud of our partnership in this project to add a dynamic transportation gateway to Wisconsin in the state’s largest city, offering visitors yet another stunning impression of Milwaukee,” said Mayor Barrett. “At the same time, the station is the heart of a new comprehensive transit vision for Milwaukee. This vision will utilize multiple modes of transportation, connect nearly 30,000 workers to jobs, boost development across the city and upgrade and modernize the region’s transit system.”

H A P P Y H O L I D A Y S !



ink

A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 1 • January 2008

**Collaboration, Product
Management Essential
to Route Performance**

**A Day in the Life:
Amtrak Police Detective**

**2008 Amtrak Calendars
On Sale Now**



AMTRAK® i n k

Vol. 13, Issue 1, January 2008

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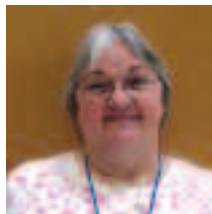
What's Your New Year's Resolution?



**Operations Supervisor
John Turk**

New Orleans

"My New Year's resolution is to be more focused and organized; relax and enjoy myself more, and take better care of myself. I'm looking forward to making it a good year."



**Reservation Sales
Agent Joyce Center**

*Riverside Reservation
Sales Call Center, Calif.*

"My 2008 resolution is to remember to tackle every challenge with a smile. Our customers and co-workers...deserve the right to be treated with respect and a smile."



**Train Attendant
Charlotte Moore**

New Orleans Crew Base

"I will focus on staying healthy and happy in 2008!"

Editor's Note

Welcome to a new look and feel!

In response to employee feedback, Amtrak Ink is once again being mailed to employees' homes.

We hope you'll enjoy our new magazine format and welcome your input. Tell us what you think by e-mailing us at ecom@amtrak.com.

If the cover shot looks familiar, that's because it is the prize-winning photo of the Coast Starlight that is featured on Amtrak's 2008 wall calendar.

P.S. Electronic copies of Amtrak Ink will continue to be sent to employees with a company e-mail address.

FPO FSC Logo (Horizontal)

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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TRAIN OF THOUGHT

Maybe it's a function of age, but the older I get the faster the years blend together. This notion may also have something to do with our budgeting process, which is heavily dependent on an annual appropriation from Congress.

We began the 2008 fiscal year in October with no appropriation for FY '08, but received federal funding based on a continuing resolution. Just before the holiday recess, Congress approved \$1.325 billion in funding for this fiscal year. Next month, we will be submitting to Congress our grant and legislative request for FY 2009. No wonder the years seem like they're overlapping.

Typically, the grant and legislative request outlines our budget priorities for the year, and I'll have more to say about our request for FY '09 funding in the coming months.

In the meantime, we continue to march ahead with the work slated for this year. What drives our budget is the ongoing focus on keeping our costs down and increasing our revenue as we face continued pressure to reduce our federal operating support; this is simply the nature of our business. What drives our growth is investment in our employees, investment in our partnerships with states and freight railroads, and investment in equipment and infrastructure.

While our state-of-good-repair objectives continue, there are a number of significant capital projects on tap as well. We'll be completing the replacement of the Thames River Bridge in Connecticut with a new lift span and we're continuing work on the Hell Gate catenary project, which will result in a much more reliable system.

At Beech Grove, our mechanics are working on the prototype of the Lounge-Diner car for long-distance service (not to be confused with the seven re-configured Diner-Lounge cars that are now in service). We're also upgrading Pacific Parlour cars

for the relaunch of the *Coast Starlight* in May.

Our product-focused approach to service aims to improve revenue, cost efficiency and service quality by exploring all of the ways a route could be improved in any of these three areas. Led by the Marketing and Product Management department in conjunction with Planning, this effort

requires inter-departmental cooperation. By its very nature, this effort calls on the expertise and active participation of our operating departments.

We're also continuing our discussions with host railroads; in fact, Board Chairman Donna McLean and I recently met with CSXT officials in Jacksonville, Fla. On the state partner front, we're in discussions with 36 states about expanding capacity or developing new corridors. One such example involves potential service to the Quad Cities — we expect to complete an Illinois-commissioned study on service to that area very soon. And our recent legal settlement with the state of New York opens the door to more productive discussions about what we can do there. We're also engaged in ongoing discussions with states about plans for new equipment procurement.

There are more interesting things going on than I have space to write — that is a testament to the energy and commitment of our employees. Please stay safe and make this a wonderful year.



Alex Kummant

Joint Effort Yields On-Time Departures in Chicago

For the first two months of the fiscal year, initial terminal departures from Chicago Union Station have shown a marked improvement in on-time performance. As one of the busiest stations in the country with 29 weekday departures and 28 on Sundays, the Chicago terminal achieved 94 percent OTP through November 2007, exceeding goal by 2 percent and surpassing the same period last year by 7 percent.

This improvement can be attributed to employees in the many departments responsible for terminal operations including On-Board, Train and Engine, Station, Mechanical and Commissary. "Our train dispatchers played a key role in this accomplishment. They do a remarkable job managing the movement of Amtrak trains along with 237 commuter trains," said Chicago Terminal Assistant Superintendent Wayne Eastman.

According to Eastman, the progress made so far is a result of refining and adhering to the terminal operating plan, which defines train movements, schedules and responsibilities, and improving communication among the departments. "Whenever the plan is disrupted, all departments come together and work exceptionally well to avoid late trains."

Eastman also attributes this improvement to the implementation of the mobile fueling truck at the Chicago Yards. Bringing the fueling truck to the train eliminates the need for the locomotive to be removed from the trainset and taken to the engine house for servicing. Each day, several trainsets remain intact as mechanics fuel and service the equipment at trainside. This process enables better scheduling and utilization of the Engine House, the Service and Inspection facility and the personnel from these areas.

"During October and November 2007, we've achieved 100 percent OTP on 16 days, and on the Sunday after Thanksgiving — our busiest day of the year — we reached 96 percent with only one late train," stated Superintendent Road Operations Moe Savoy. "While we recognize that these results just reflect the start of the fiscal year, this improvement demonstrates what can be accomplished when employees and departments work together as a team to accomplish a goal," added Savoy.

Fiscal Year-End Safety Numbers Show Improvement

Continuing a five-year downward trend, Amtrak's safety ratio — the number of FRA-reportable injuries per 200,000 hours worked — was 2.4 against a goal of 2.8 for the period Oct. 1, 2006 through Sept. 30, 2007, according to the recently released safety report. The injury ratio in FY '06 was 3.5.

"We have been reducing employee illnesses and injuries for some time now," said Safety Superintendent Chris Williams.

With nearly 38 million work hours across the system in FY '07, there were 453 reportable injuries, down from 614 in FY '06. When broken down further, every major section of the company experienced fewer injuries in FY '07 versus FY '06. Health Services is the recording location for hearing loss cases, which dropped significantly in FY '07 through a three-year effort to educate employees, use engineering controls, require the use of hearing protectors and audiometric testing for employees exposed to levels above the OSHA noise standard.

Engineering injuries dropped from 76 to 73; Operations Support dropped from 30 to 21; Mechanical decreased from 181 to 119, and Transportation was down from 174 to 144.

Lost-time injuries also decreased in FY '07, from 333 to 269 and, among total passengers, the number of injuries dropped from 1,820 for the prior fiscal year to 1,771. The FY '07 ratio is at 1.4 versus 1.8 for FY '06.

Shop operations in Wilmington and Bear, Del., and Beech Grove Ind., also realized a dip in reportable injuries in FY '07. With more than 2.2 million hours worked at the three maintenance facilities, there were 32 reportable injuries, resulting in a 2.9 ratio. The previous ratio was 4.0.

In reservation sales in Philadelphia and Riverside, Calif., there were two reportable injuries in 1.5 million work hours, a ratio of 0.3. The previous ratio was 0.9.

Winter Timetable Released This Month

The Winter 2008 edition of the system timetable is being delivered to stations across the country this month. Effective Jan. 21 through April 6, the timetable incorporates schedule adjustments resulting from maintenance-of-way projects and other operational factors.

Now that the Track Laying Machine has finished its work between Paoli and Overbrook, Pa., the winter edition will reflect the new *Keystone Service* schedules that took effect on Dec. 3, 2007, with faster running times.

Due to track improvements performed by New England Central Railroad, the extra time added to the *Vermont* in early October will be removed and it will revert to the 2:50 p.m. departure from Springfield, as originally published in the Oct. 29 timetable. In conjunction with these improvements, Springfield Shuttle Train 475, which connects to Train 175, will be reinstated and Shuttle Train 437, which roughly mirrors the southbound *Vermont*'s schedule, will be abolished.

To provide a wider spread in northbound departures from

Florida and to allow more time to service the *Silver Meteor* and *Silver Star* equipment at the Hialeah, Fla., maintenance facility, Train 98 will depart Miami 85 minutes later and Train 92 will depart Miami three hours later than the previous schedule. This change offers a more attractive morning arrival time in Washington for *Silver Meteor* passengers and a midday arrival in New York, while *Silver Star* passengers will arrive in Washington in mid-afternoon and in New York shortly after 7 p.m. While the *Palmetto* will have slight schedule adjustments at intermediate stations between Washington and Savannah, endpoint departure and arrival times will remain the same.

Last summer, Amtrak and Union Pacific signed an agreement that, in part, provided for approximately three hours to be added in both directions to the *California Zephyr* schedule while Union Pacific crews make improvements to their tracks

west of Salt Lake City, Utah. As improvements are completed, the plan calls for the extra time to be removed from the schedule in increments. This began with the release of the Oct. 29 timetable, and by Jan. 21 when the new timetable is released, a total of 94 minutes will have been removed from the westbound schedule and 70 minutes from the eastbound.



Shown on the cover of the Winter 2008 System Timetable, Amtrak Cascades trains prepare to depart Seattle's King Street Station on a foggy winter day.

Collaboration, Product Management Essential to Route Performance

Since the creation of the Marketing and Product Management department in December 2006, route-specific product management teams have been developed to bolster customer service and implement measures to track and report on service delivery along assigned routes. The teams are also directly involved in identifying and implementing tools to improve the financial performance by increasing revenue and decreasing costs of both corridor and long-distance routes.

Working with the Planning department, Marketing and Product Management identified six routes — *Coast Starlight*, *San Joaquins*, *City of New Orleans*, *Hiawatha*, *Auto Train* and *Regionals* — on which to pilot a collaborative route performance improvement effort. Overall responsibility for improving business results on these routes rests with the regional Product Management teams.

Such oversight requires extensive cooperation and collaboration across departmental boundaries around closely aligned goals and objectives. To that end, Vice President, Marketing and Product Management, Emmett Fremaux recently held a two-day conference in Washington, D.C., where Product Management teams met with colleagues in Planning, Pricing and Revenue Management, Market Research, Field Marketing, Travel Industry Sales, National Advertising, Food

and Beverage, and Operations Support. Similar meetings were held with Transportation and Mechanical divisions in Chicago and Los Angeles last summer, and more of these are in store.

“Emmett wanted to bring the Product Management team together with functions like advertising, pricing, marketing, and others in a collaborative, idea-sharing effort,” said Brian Rosenwald, chief, Product Management. “Now, we’re tasked with turning this brainstorming session into a business plan and then into a route improvement plan.”

The common goals across each service involve improved customer service, increased revenue and, where possible, reduced costs. However, the Product Management teams are tasked with developing specific objectives unique to their respective routes.

Case in point: Carol Gambrel, Product Management director for the 90-mile *Hiawatha Service*, aims to fill a lull in ridership and revenue during the midday hours when the load factors are low. Through collaboration with Pricing and Food and Beverage managers, Gambrel is considering increasing revenue through a number of strategies, including ticket-pricing options, such as peak and off-peak fares and reserved service. Gambrel is also exploring enhanced at-seat cart service by changing the menu selections to better serve customer preferences —

like local beer selections or Starbucks coffee — and offering the cart service on the trains with the greatest demand, such as afternoon departures or heavier ridership trains.

“The *Hiawatha’s* on-time performance is great. We offer a clean, reliable and friendly service,” said Gambrel. “But, load factor is key.”

Here’s a snapshot of each route’s goals and potential tools for reaching the goals:

City of New Orleans/Hiawathas

City of New Orleans Product Management Director Hank Koppelman and the *Hiawathas’* Gambrel are exploring a number of initiatives along the route between New Orleans and Chicago and Milwaukee and Chicago. Sporting events, food and music destinations and multicultural events are key elements of the services’ plans to successfully drive the business. Marketing support will be provided through Amtrak Guest Rewards, Amtrak.com and advertisements in USA Today.

With the launch of the new Cross Country Café aboard the *City of New Orleans*, revenue is targeted at 6 percent above last year, ridership is targeted at 1 percent above last year, and food and beverage revenue is expected to rise 12 percent above 2007. The Customer Service Index target is 83, a four-point increase over last year. The debut of the Cross Country Café is the culmination of a year-and-a-half of planning

and coordination by the Marketing and Product Management team with the Mechanical and Transportation departments.

“One of our top initiatives is to maintain this momentum established with Mechanical and the divisions,” said Koppelman.

Aboard the *Hiawathas*, revenue is targeted at 2 percent higher than last year, with no change in ridership, which could be made up with a 10 percent improvement in cost recovery. The CSI target is 79, four points higher than last year.

Coast Starlight

Despite long suffering from poor on-time performance, aging equipment, and broken connections with other routes, the *Coast Starlight* still managed to increase ridership in FY '07 by 3.5 percent over the previous year. For 2008, specific metrics include a 10 percent revenue increase, a 5 percent increase in ridership and a 23 percent increase in food and beverage revenue. CSI scores are targeted at 75, an increase of six over the previous year.

“We are focusing on an improved state of good repair for the consists and a number of food and beverage promotions,” said Senior Product Management Director Dee Mason. “We are also relying on tactical pricing to stimulate demand, and heavy marketing support, such as media coverage, advertising and passenger communications.

“A relaunch of the *Coast Starlight*, which is slated for May 10, is based on the strategy that certain long-distance routes — if service and amenity levels are dramatically increased — can support higher pricing levels and, ultimately, an improved bottom line for the route,” said Rosenwald.

The Pacific Parlour cars are a key component of the route perform-

ance improvements for the *Coast Starlight*. All five Parlour cars are being cycled into the Beech Grove Maintenance Facility for overhaul and extensive interior renovation and equipment enhancement. New air conditioning systems, a new theatre on the lower level and enhanced food service equipment are among the improvements for these popular cars.

San Joaquins

Despite an overall average CSI score of 80, CSI scores for friendliness, food and beverage, restroom cleanliness and clear, informative announcements are in the 40s, according to the *San Joaquins* product management director Martin J. Yurth. Ridership and revenue are flat, maintaining proper capacity is a challenge and bus connections are sometimes problematic. Yet, a cross-departmental approach to the problems is yielding tangible solutions.

“We are considering a number of options, including crew and bus driver training, mid-route cleaning of restrooms, modified menus with authentic ethnic food, additional staffing for peak legs of the trip and development of Business class-like service,” said Yurth.

In terms of marketing support, Yurth added that his team is exploring effective uses of the Amtrak Guest Rewards® program, charter group sales, national sales and Amtrak.com. He is tasked with increasing revenue by 8 percent, increasing ridership by 1 percent and increasing food and beverage revenue. CSI scores are targeted at 82, or three points better than last year.

Auto Train

Auto Train revenue has remained even with 1999 revenue levels, despite repeat ridership at 86 percent. “Many seats are coming out of lower

buckets,” according to Ira Silverman, senior director, Product Management. “And, while repeat ridership is extremely high, we still need to replenish ridership.”

To do this, Silverman and the *Auto Train* product management team are contemplating a number of promotions and grassroots marketing initiatives, including the AAA companion fare program that began in December and a kids-ride-free program for the summer months. Silverman added that consideration is being given to participating in five auto shows scheduled in the Northeast, introducing a VIP program, and utilizing Amtrak.com and Amtrak Guest Rewards targeting the *Auto Train*.

“We want to increase revenue by 5 percent on the *Auto Train*,” said Silverman, “and increase ridership by 7,000, while improving our cost recovery ratio by 10 percent.”

Regionals

Regional service accounts for 28 percent and 26 percent of Amtrak’s total ridership and revenue, respectively, and is the top contributor in both categories, according to Pat Pietrantonio, director, Product Management. In FY '07, *Regional* trains carried 6.8 million passengers. However, a number of options are currently under consideration to improve performance in ridership and revenue.

Enhancements will include new Café car décor, new and improved food and beverage offerings, and a stronger focus on station and on-board customer service. Targeted pricing tactics and promotions will be used to fill specific trains where there is capacity, such as midday weekday and Saturday trains. There will also be an added emphasis on selling techniques and food delivery training for OBS personnel. ■

A Day in the Life: Albany Amtrak Police Detective Steve Ulrich



Photo: Kevin Chittenden

Amtrak Police Detective Steve Ulrich played a key role in foiling an attempt by local teenagers to derail Train 286.

Detective Steven Ulrich is one of 386 members of the Amtrak Police Department, each dedicated to working within the company and with other law enforcement agencies to ensure the safety and security of Amtrak, its passengers and employees. Deployed at the Rensselaer (N.Y.) station, Ulrich's typical day involves policing four main areas: stations, trains, maintenance facilities and the railroad right-of-way.

Yet, according to Ulrich, "There is no typical day or a template to describe the daily life of an Amtrak Police detective. I adjust my hours according to the current situation. The only aspect of my work day that is a certainty is that it rarely ends after a day's work is completed or my rest days finally arrive; just ask my wife and kids."

Investigations into fare disputes, disorderly patrons, ticketing fraud, larcenies, and criminal mischief are just a sample of what a 'typical' day may include. Ulrich makes the point that APD detectives are unique in that they wear many hats. "APD detectives are knowledgeable concerning our internal operations, those of the host railroads, and the criminal laws and procedures within their respective jurisdictions," he adds. "Where specialized expertise is required, we rely on the assistance of qualified experts from the transportation and law enforcement communities."

Ulrich's base of operations is in Rensselaer, but his responsibilities extend far beyond any

one terminal, or even one state or country. "Each day begins with a review of activity across the Empire District from just north of New York City to Montreal, Rutland, Vt., Niagara Falls, N.Y., Toronto and Erie, Pa.," Ulrich said. "I liaise with authorities, on both sides of the border, concerning passengers aboard Amtrak trains operating between the U.S. and Canada, and the U.S. Border Patrol regarding their activities on board our trains in Western New York. There is [also] daily interaction between APD and municipal authorities in need of mutual aid to further an investigation or for immediate aid in the event of an emergency."

As a 25-year department veteran, Ulrich has seen his share of incidents, but perhaps none with quite the potential for danger as the events of Oct. 24, 2007, where his actions prevented an act of vandalism from turning into a catastrophic train derailment. While working on a police applicant background check at the New York State Capital Building in Albany, N.Y.,

Ulrich received a call indicating that an obstruction had been placed on a railroad track.

“The obstruction consisted of an approximately 85-pound metal sewer cover, two metal fence posts, approximately 55 inches long, and a partially filled propane gas tank,” said Ulrich. “The sewer cover was placed in the gauge of the tracks leaning against and above the south rail head. The metal fence posts were used as braces to secure the metal cover in place, and the propane gas tank was resting in the gauge next to the obstruction.”

Ulrich advised local dispatchers to alert Train 286, which was heading toward this obstruction, which resulted in a full suppression brake stop to avoid a collision. The debris was removed from the scene and the train proceeded on its way. While examining the crime scene, along with Amtrak personnel and a CSX Transportation special agent, Ulrich concluded that the scene’s proximity to a local high school increased the potential that the incident might be the work of teenage vandals.

“I went to the local high school and talked to their security people and told them to keep an ear open for information on the incident,” Ulrich said. “[Eventually], a parent

came forward expressing concern about students around the tracks.”

As a result of a conversation with the parent’s son, Ulrich identified a suspect and alerted the Albany Police Department. Working with an Albany police officer, he met with the families of three suspects — three juveniles — who later confessed to this incident as well as another similar incident from a week prior.

“Each of the suspects was charged with violations of New York Penal Law and New York State Railroad Law: Class D felony criminal tampering, Class A misdemeanor reckless endangerment, and Class D felony unlawful interference with a railroad train,” said Ulrich. “This was an attempt to derail the train, so much so that the federal Joint Terrorism Task Force was dispatched to investigate.”

Consequently, the case, which at press time was still in the court system, could land each of the alleged vandals in juvenile detention.

“I don’t think that these kids really understand the seriousness of their actions and the in-



Photo: Kevin Chittenden
Above is the obstruction, which included a propane tank and a manhole cover and fence posts wedged across the track near Albany, N.Y.

juries and fatalities that could have occurred,” Ulrich said. “With kids, everything’s a video game, people get hurt or die and then they pop up to do it all over again. They don’t even understand

their own mortality.”

“A main function of our detectives throughout the country is to build strong relationships with the goal of supporting our ongoing efforts. Detective Ulrich successfully put those efforts in action, as demonstrated by the support he received from his local counterparts in identifying the suspects in this case,” said Chief of Patrol John O’Connor. “Due to the dynamic nature of the rail environment and the vast scale of the territory they must cover, cooperation with other local and federal law enforcement agencies is vital to protecting our passengers and employees. Detective Ulrich does a great job every day, as do all members of the Amtrak Police Department, in keeping our employees and passengers safe and out of harm’s way.” ■

Auto Train CSI Scores on the Rise

Driven by great amenities and on-board service crews, dramatically improved on-time performance and a good marketing

protective carriers for the non-stop 17 1/2-hour trip between Lorton, Va., (outside Washington, D.C.) to Sanford, Fla. Cars must not be more than 65 inches

service, and amenities for families with small children. In addition to the regular menu items for breakfast and dinner, *Auto Train* also offers vegetarian and kosher meals in both First class and Coach class. In First class, passengers may feast on New York strip steaks or “surf and turf” entrées prepared by an expert chef.

The on-board service crew is also unique, according to Nardelli.

“Through our interview process, we selected the best of the best on-board service personnel, based on their customer service, ability

to interact with passengers and attend to their special needs,” he said. “In addition, each one of the 21 to 24 crew members aboard the service is cross-trained to perform a variety of functions, including those done in the kitchen. A Sleeping car attendant can perform all of the duties of, say, a food specialist.”

All new hires are cross-trained in every position on the *Auto Train*; the training spans



The Auto Train prepares to depart for Sanford, Fla., from the Lorton, Va., Auto Train station, just outside Washington, D.C. The Auto Train carries cars, vans, motorcycles or SUVs in “car-friendly” carriers.

plan, the *Auto Train* is a popular alternative to driving back and forth to Florida.

“*Auto Train* is not just a train going from point A to point B,” said Fred Nardelli, *Auto Train* district superintendent. “It has a huge customer service component.”

Every automobile, van, motorcycle, sports utility vehicle, small boat or jet-ski is housed in specially designed “car-friendly,”

in height; vans and SUVs cannot exceed 88 inches in height, and all vehicles must have a ground clearance of at least four inches.

Since most passengers are “snowbirds” — those traveling back and forth between their summer and winter homes — or vacationers headed to Walt Disney World, the *Auto Train*’s Superliner equipment is outfitted to accommodate leisure passengers, even offering at-seat meal

approximately six weeks, though some functions, such as service attendant or sleeping car attendant may only require three working trips between Lorton and Sanford.

“The benefit to the company is that all jobs can be assigned and service can be commingled, if necessary,” said Nardelli. “The benefit to the passengers is better

customer service. When jobs are vacant for whatever reason, all employees are qualified to be assigned to any position on the *Auto Train*.”

Nardelli added that an Operations supervisor is on board at all times to ensure superior passenger service.

Another highlight of the *Auto Train* is its recent on-time performance record. At press time, in early fiscal year 2008, on-time performance is at 90 percent, the result of executive-level meetings with host railroad CSX Transportation. Amtrak agreed to temporarily add one

hour to the *Auto Train*'s schedule beginning in April 2007, while infrastructure improvements are made, in return for CSX's commitment to use the

“Through our interview process, we selected the best of the best on-board personnel, based on their customer service, ability to interact with passengers and attend to their special needs.”

added time to deliver at least 80 percent endpoint on-time performance.

“We've done a lot of good work with CSX,” said Nardelli. “The relationship has paid significant dividends. Now, we have one of the highest on-time percentages of all Amtrak long-distance trains.”

Accordingly, the *Auto Train*'s Customer Service Index (CSI) scores are on the climb. At the end of FY '07, the on-time performance CSI score — the percentage of respondents who rated an element of the trip as “good” — was at 63 percent, an

increase of 20 percent over the previous year. There were also sizeable jumps in CSI scores related to friendliness of train conductors (83 percent; 4 points

above FY '06), trip information prior to boarding (86 percent, 4 points above FY '06), and overall cleanliness (80 percent; 3 points above FY '06).

The overall CSI score for the fiscal year was 76 percent, an 11 point increase.

For 2008, a Product Management team is collaborating with the Planning and Pricing departments to develop and implement ways in which the *Auto Train* can improve customer service, increase revenue and drive down costs. Companion fare programs and a host of other plans are being considered as the *Auto Train* increases revenue and ridership by 5 percent and 3 percent respectively in FY '08. ■

Promotions In Motion

Amtrak Presents Memories of Martin

Beginning this month, Amtrak is presenting “Memories of Martin,” a month-long radio campaign celebrating the life of Rev. Dr. Martin Luther King Jr. Partnering with Radio One networks, select radio stations in Atlanta, Washington, D.C., Baltimore, New York, Philadelphia, Chicago and Los Angeles are airing pre-recorded memories of Dr. King as shared by such luminaries as U.N. Ambassador Andrew Young, two-time Atlanta Mayor Maynard Jackson, talk



show host Montel Williams and musician George Duke.

The broadcast campaign is designed with a 30-second “memory message” and a 30-second Amtrak pre-recorded advertising message. A total of 75 Amtrak advertising messages will air in each market between Jan. 7 and Jan. 31.

The campaign also includes an on-air contest for a weekend trip to Atlanta, which includes a family trip for four provided by Amtrak, hotel accommodations and tickets to visit the King Center and the Martin Luther King Jr. National Historic Site.

NEC Regional Tactical Pricing Ad Campaign Underway

In order to promote off-peak weekend travel on the *Regional* trains in the Northeast Corridor, special low fares between select qualifying city pairs are being promoted. The fares are valid for coach travel only on *Regional* trains or on *Keystone Service* trains between New York Penn Station and Philadelphia. To receive these fares, travel must originate and return on Saturdays or return on Sundays on a departure prior to 11 a.m.

The ad campaign, which began Dec. 11, includes major daily newspapers, commuter newspapers, and Internet and targeted communications via Amtrak.com and the Amtrak Guest Rewards® Web site.

Key terms and conditions include: round-trip travel required; three-day advanced reservation required; maximum



one-night stay; not combinable with any other discounts except child discounts; Amtrak.com bookings will adjust fares after qualifying segments are selected, and upgrades are made to Business class with payment of full accommodation charge.

A full list of the qualifying city pairs with special pricing is located in Arrow.

Special Weekend Fare on Adirondack

A special round-trip weekend fare of \$75, valid Fridays through Mondays, is now available on the *Adirondack* service. Tickets are on sale through March 24, for travel between Jan. 11 and March 31. Up to two children ages two to 15 may accompany each adult at a special discounted fare of \$38.

The special weekend discounted fare is available for travel in either direction from New York, Croton Harmon, Poughkeepsie, Rhinecliff, Hudson, Albany and Schenectady to Plattsburgh and Rouses Point, N.Y., St. Lambert, Quebec and Montreal.

Three Roundtrips on Acela Express, Get One Free

Registered Amtrak Guest Rewards® members who take a qualifying trip between Jan. 15 and March 15 will be eligible to earn a free travel voucher valid for one roundtrip on *Acela Express* Business class from June 1 through Aug. 31. All city pairs will qualify with a minimum spend of \$80 per qualifying trip one way or \$160 per roundtrip. There is a limit of one qualifying roundtrip or two one-way trips per member per day.

This winter *Acela Express* promotion marks the initial implementation of a new virtual voucher feature, allowing members to track their free voucher earnings and redeem their travel online. Once registered, members may check Amtrakguestrewards.com, which tracks the number of vouchers each member earns when they log in and check their “My Promotions” section. When the member clicks “Redeem Now,” the appropriate amount of points automatically deposits into their account and link directly to the online redemption page for immediate redemption.

St. Louis Mardi Gras

Amtrak is a local sponsor for the St. Louis Mardi Gras, the second largest Mardi Gras celebration in the country, Jan. 18 and 19, Jan. 26 and 27, and Feb. 2 and Feb. 3, and Feb. 5. To entice

participants to travel by train, Amtrak is offering a 50 percent discount on companion fares (Fare Order V448) for all trains traveling directly to St. Louis, including the *Lincoln Service*, *Texas Eagle*, *Missouri Mules* and *Ann Rutledge*.

Amtrak supports St. Louis Mardi Gras through poster placement in staffed stations and banner placement in Chicago Union Station. Newspaper inserts are sent to staffed stations for distribution.

Wichita Thunder Minor League Hockey

As part of the fifth annual “Take the Train to the Game” promotion for fan travel between Newton, Kan., (and other Kansas locations) to Albuquerque, N.M., for the Jan. 19 game between the Thunder and New Mexico Scorpions, 50 percent off companion fares are being offered for travel on the *Southwest Chief* (Fare Order H736).



The Spiderwick Chronicles Getaway Sweepstakes

“Their world is closer than you think.” But the chance to enter “The Spiderwick Chronicles Getaway Sweepstakes” is just a click away. You could be the grand prize winner of a trip for four to anywhere Amtrak



travels in the United States, an Amtrak picnic basket with a collectible Amtrak blanket and cooler bag, four The Spiderwick Chronicles Movie tickets, and one Paramount family DVD package.

- Ten first prizes, consisting of an Amtrak wheeled duffel bag and a Paramount family DVD package, will be awarded.
- Twenty second prizes, consisting of an Amtrak three-piece gift set that includes a pen, key ring and clock, will be awarded.

The sweepstakes are open from Dec. 21 through Jan. 31, 2008.

The movie is in theatres Feb. 15, 2008. For more information on The Spiderwick Chronicles click on www.spiderwickchronicles.com. The Amtrak Web page www.amtrak.com/spiderwick, provides more information about the sweepstakes. Amtrak employees and their families are not eligible.

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries December 2007

AHEARN, RUSSELL
ALEXANDER, LOLA
BALL, MITCHELL
BOWER, JOHN
CAMPBELL, HUGH
CAMPBELL, STEVEN
DOUGLAS, DERRICK
DWYER, COLETTE
HARMON, DUANE
KELLY, STEPHEN
KERRIGAN, THOMAS
KING, FRANKLIN
LANDROCK, LIBBI
LARSEN, DELLAS
LATCHFORD,
DONALD
LAWRENCE,
CAROLYN
LONG, JOSEPH
MAXFIELD, DAVID
MAYDA, BRYAN
MC LEAN, KELVIN
MCGILVERY, HERMAN
MUNIZ, JOSE

OLSON, ROBERT
OPLAND, SCOTT
PATENAUDE,
DONALD
PEREZ, ERNESTO
PHILLIPS, MARLON
REED, JAMES
REYNOLDS,
CONSTANCE
SABA, KHALIL
SOKOLOSKI, PAUL
STEINER, JAMES
STEPHENS, EDWARD
TIERNEY, WILLIAM
VENTURELLI, SUSAN
WALLICK, PAUL
WATTS, THOMAS
WILSON, JESSE
YATES, CHERIE

25-Year Anniversaries December 2007

BRUNO, STEPHEN
COMEAU, JOSEPH
CUNNINGHAM,
ROBERT

DELGRECO, RICHARD
MILES, LINWOOD
TARDIFF, RANDY
TROTTER, MARY

30-Year Anniversaries December 2007

HENNESSY, RICHARD
MCDERMOTT,
GEORGIA
PAGE, JERRY
UUSITALO, LEONARD
VALENTINO,
ANTHONY
VILLANI, JOHN

35-Year Anniversaries December 2007

BERBERIAN, LYNN
BROWN, SUSAN
MILLER, KENNETH
ORCHISON, ALAN
ROSE, PATRICK
SANDERS, DIANE
WEATHERS, JERRY

Retirees November 2007

ADAMS, GERALD
ASSETTA, DOMINIC
BECKEY, BETTY
BONNER, RON
BOOTY JR, MARLIN
BRYANT, EARL
BYRNE, FREDERICK
CASIELLO, POMPEO
CENNAMO, VINCENT
CHILDERS, ROBERT
CORTES, HERIBERTO
DAVIS, ALFREDIA
DURAN, RODRIGO
FELKER, DARRELL
GIBSON, JULIUS
GOLDSBOROUGH JR,
LAWRENCE
HERNANDEZ,
ENRIQUE
HOLLOMAN,
WILLIAM
JOHNSON, EARL
JOHNSON, ROBERT
JONES, MICHAEL J
KASER, CAROLINE

KING, ALBERT
LAMERY, RICHARD
LANE, MYRTIS
LECOUR, NELSON
MITCHELL, HAYDEN
PETTIWAY, WILBERT
PINI, JOHN ,
PONDER MICHAEL
RAGLE, WANDA
RENZ, DAVID
RIEDEL, PAULA
RILEY, JAMES
ROBERTSON, PAUL
SHAFMAN, LARRY
STAMPER-KATO,
ETHEL
STROWBRIDGE,
CECILIA
UBIL, GEORGE
WALTHER, DALE
WEBB, QUINTUS
WILCOX, LARRY
WOLBERT, JO-ANN

Front Line Focus

Dear Amtrak:

As a 32-year military person, I appreciate good and friendly service. I take several trips a year to relax, read and rest, and enjoy gracious service on [the *Coast Starlight*].

First, I would like to commend [Service Attendant] George Giordano ... a great all around person. He was so professional and concerned about the well being of all the passengers on his car in both directions. He was very sociable and concerned about good service, he went well above what was expected and deserved. He made my trip so enjoyable.

...Next, I would like to say “well done” to [Lead Service Attendant] Lawrence Solomon. He was a wealth of information and always pleasant and cheerful, despite long hours of service. I enjoyed talking and listening to him, and greatly admired his stature and decorum. He is really good in his job and deserves recognition.

Next, [Extraboard LSA] Flavio Wycoff: His professional standing and amazing radio presence, along with strict, efficient operation of the Dining car, made the meal and the experience a wonderful one.

... [Service Attendant] Cora Allen is a wonderful and very professional server; so much so, I looked and waited to be seated in her section Her humor and presence made us all feel very comfortable and cared for.

Finally, kudos and applause should go [Chef] Delores Dowell. What an excellent chef and presenter she is. ...What a wonderful experience.

I finally joined the Amtrak Guest Rewards program that I should have joined years ago because I travel by Amtrak as much as I can. ... Thank you for your support of the traveling public and loyal passengers. Keep up the great work, and I hope to support Amtrak in the years to come.

Thank you again,
Coast Starlight Passenger

Dear Amtrak:

I am writing to let you know that you have one of the best persons working for Amtrak: [Train Attendant] Tamesha Cooper.

She is one of the friendliest and helpful people I've met on Amtrak. She makes you feel at home and goes out of her way to make sure you have a pleasant trip. I wish you had more like her.

Regards,
Coast Starlight Passenger

2008 Amtrak Calendar Now Available

The Amtrak 2008 wall calendar is here!

The full-color calendar, which is available for sale, features the Coast Starlight passing the majestic Mt. Shasta in Northern California, in a photo taken by Richard J. Allen, of Cortland, N.Y., winner of the “Picture our Train” Wall Calendar Contest.

For personal orders of the large calendar or additional copies of the small calendar, visit Amtrak.com/store for details, or call 630-285-9734.



This Month in Railroad History

January

Jan. 15, 1953

Pennsylvania Railroad's *Federal Express* crashes into Washington Union Station, landing in what is now the Food Court; miraculously, no one was killed.

Jan. 3, 1965

Last passenger train operates between Boston and Portland, Maine (Amtrak reinstated service in 2001).

Jan. 16, 1969

Penn Central Railroad operates first *Metroliner* between New York and Washington.

Jan. 1, 1999

First Talgo train enters service on Seattle-Portland-Eugene Amtrak *Cascades* route.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Please send address changes to your local
Human Resources office.

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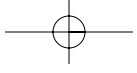
A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 2 • February 2008



**Study: Chicago-Quad Cities
Service Possible**

**Mechanical Department
Hones Focus on
Reliability, Availability**

The westbound Illinois Zephyr travels through Hinsdale, Ill., just east of the Naperville station.



AMTRAK i n k

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FRONT LINE FOCUS

What Does Black History Month Mean to You?



Kecia Babb-Jordan, director, Sales and Marketing Northeast Corridor, South, *Philadelphia*

“Black History Month serves as a reminder of the sacrifices and contributions people of African descent have made to this nation. In my pursuit to accomplish their vision, I honor my past.”



Stan Bailey, canine handler, Amtrak Police Department, *Chicago*

“During Black History Month, I think it is important for children to understand the rights our ancestors had to fight for and the advancements we’ve made as a result of their struggles.”



Angie Starr, senior officer, Marketing and Business Development, Strategic Partnerships, *Los Angeles*

“Black History Month gives us an opportunity to learn more about the contributions of Black Americans to the railroad and to society. But more importantly, it offers us an opportunity to reflect on respect and understanding of all races and cultures.”

Correction:

The January issue misstated the Customer Service Index (CSI) scores for friendliness, informative announcements, cleanliness and food for the *San Joaquins*. CSI scores in these areas are 80 percent, 81 percent, 68 percent and 57 percent respectively.

Amtrak Employee and Customer Communications

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Washington, DC 20002

Josh Raymond, Manager
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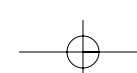
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FPO FSC Logo (Horizontal)



TRAIN OF THOUGHT

The last couple of months have been witness to some anticipation, as we and nine of our unions strived to bring our labor disputes to a resolution. As I'm sure you're aware, the tentative agreements we reached with the unions last month averted a strike and the unions' ratification processes have commenced.

I recognize that this is old news by now, but it's important that we put our disputes behind us and move forward. While it's an obvious statement, it requires that each of us focus on our future together.

We need to be united as we tackle the challenges and maximize the opportunities that we encounter. Given the economic picture right now, we may be facing some challenges in the short term. Like other modes of transportation, we feel the sting of negative changes in the economy. A downturn in the economy is likely to slow ridership and that will affect ticket revenue. And while high gas prices may result in more riders, the price of fuel is putting a big dent in our budget.

Despite those near-term challenges, we can't lose sight of the long term. The stage is set for growth in

passenger rail and we must take advantage of the opportunities that are before us, as well as create a few of our own, in the coming years. We need to continue to make investments in our employees, our state partnerships and our equipment and infrastructure. Those three fronts encompass our strategy for making Amtrak the best that it can be and I am committed to that goal.

Stay safe, be kind to one another and let's move forward together.



President and CEO Alex Kummant

Is One of Your Ideas Helping Amtrak Save the Environment?

If you're an employee whose environmentally sound idea is helping Amtrak become a better custodian of the environment, we want to hear from you. Whether you've come up with an idea that is making a difference by saving fuel or energy, reducing emissions, reducing waste of paper and cleaning products, recycling or initiating other "green practices," we'd like to know about it.

We're looking for initiatives that have been adopted in your area, facility or division and are currently in use to consider for sharing with our employees in the April issue of Amtrak Ink. Please let us know about yours by sending us an e-mail message at ecom@amtrak.com by March 7.

Amtrak, Labor Unions Reach Tentative Agreements

On Jan. 18, Amtrak and nine labor unions that would have been legally free to strike at the end of last month signed tentative agreements. The agreements are currently being reviewed and will be voted on for ratification by the unions' membership. At press time, the ratification process was expected to be completed by early April.

"We have averted a strike that could have had a crippling effect on the lives of millions of Americans. More importantly, we have jointly reached tentative agreements that enable us to get back to what brings us together, rather than what sets us apart," President and CEO Alex Kummant told employees in a *Special Employee Advisory*. "For Amtrak to succeed, we all need to push forward in the same direction. I encourage everyone to put the disputes from the past behind them and to focus on what we can learn from this experience and how we can grow together."

The labor organizations that are ratifying the tentative agreements are the Brotherhood of Maintenance of Way Employees; International Brotherhood of Electrical Workers; International

Association of Machinists and Aerospace Workers; Brotherhood of Railroad Signalmen; Joint Council of Carmen, Helpers, Coach Cleaners and Apprentices;

American Train Dispatchers Association; National Conference of Firemen and Oilers/Service Employees International Union; American Railway and Airline Supervisors Association (Maintenance of Equipment, Maintenance of Way).

Please look for updates on the tentative agreements in the weekly editions of *Amtrak This Week* or *Special Employee Advisories*, which are e-mailed and posted on bulletin boards at crew bases and other facilities.



Photo: Kevin M. Briscoe

Gregory A. Pardlo, vice president, Northeastern Region, American Train Dispatchers Association signs a tentative agreement with Amtrak.



Photo: Richard Fertig

Assistant Conductor Matt Guidry prepares to board the eastbound California Zephyr departing for Glenwood Springs, Colo.

Employee Credited With Life-Saving Efforts

Assistant Conductor Matt Guidry, who began his Amtrak career just six months ago, was recognized last month for saving a man's life. After finding a man unconscious at the Glenwood Springs station, Guidry revived him by performing CPR. Guidry, who had completed CPR training during his Block Training class, was previously an emergency medical technician fire fighter for the Englewood, Colo., Fire Department.

Feasibility Study First Step in Potential Quad Cities-Chicago Service

Potential service between the Quad Cities and Chicago could take as little as three-and-a-half hours, according to a recent feasibility report conducted by Amtrak on behalf of the Illinois Department of Transportation. The “Feasibility Report on Proposed Amtrak Service, Quad Cities-Chicago,” explores possible service of morning and evening trains in each direction between Chicago and the Quad Cities, and is the result of a January 2007 town meeting in Rock Island, hosted by U.S. Sen. Dick Durbin (D-Ill.).

“Amtrak and the state of Illinois have seen tremendous growth in passenger rail ridership since Gov. Rod Blagojevich and the legislature increased funding for state supported routes in 2006,” said IDOT Secretary Milton R. Sees. “These gains indicate there is a significant and growing demand for passenger rail service across the state. At a time when everyone is becoming more conscious of the need to conserve fuel, passenger rail moves people efficiently, helps reduce traffic and is good for our environment.”

According to Ray Lang, senior director, National State Re-

lations for Amtrak, “Ridership as a result of the recent expansion of service to the southern and western parts of the state has been nothing short of amazing. We look forward to continuing this expansion and furthering our extraordinary partnership.”

The Illinois-commissioned study evaluated possible passenger train routes between the Illinois Quad Cities of Moline and Rock Island and Chicago. According to the report, the approximate cost of upgrading the railroad infrastructure to accommodate passenger train speeds is between \$14 million and \$23 million, over the shortest, fastest and least costly of the potential routes. However, these figures do not include any capital expenses for railcars and locomotives or the local costs of providing stations.

“Quad Cities-Chicago travel time of about three-and-a-half hours is possible,” said Lang, “and would be competitive with automobile driving, dependent on the choice of routes, agreements with host railroads and required infrastructure improvements.”



Photo: Chris Guss

The westbound Illinois Zephyr travels through Hinsdale, Ill., just east of the Naperville station. Through December, the Illinois Zephyr and Carl Sandburg carried more than 49,500 passengers along the Chicago-Quincy corridor this fiscal year.

The report determined that the most promising route between the Quad Cities and Chicago is over a portion of the former Rock Island Railroad, now owned by Iowa Interstate Railroad, from the Quad Cities to a proposed track connection to the BSNF Railway near Wyanet, Ill.

The Quad Cities — Davenport, Iowa, Moline and Rock Island, Ill., and Bettendorf, Iowa — are located along the Mississippi River, with nearly 60 percent of their visitors from the Chicago area. Since the introduction of expanded levels of service on Oct. 30, 2006, service in Illinois has produced impressive gains in both ridership and ticket revenue. This success contributed to the desire to explore more passenger rail options, and subsequent feasibility studies.

Pesce Leads Central Division

On Jan. 1, Daryl Pesce was appointed general superintendent of the Central Division. Last month, Pesce took time out of his busy schedule to speak with Amtrak Ink about his new role and his goals for the division.

Amtrak Ink: Many employees had an opportunity to know you when you served as the general superintendent of the Mid-Atlantic Division. For those who have not yet met you, tell us a little bit about yourself.

Daryl Pesce: First, I'd like to say that I'm excited about my new position and moving to the Chicago area. I look forward to getting better acquainted with employees in the Midwest and colleagues from various departments that I'll be working with closely. In regard to my railroad career, I have worked in passenger rail for almost 35 years. I started as a pipe fitter at the Washington Terminal Company in June of 1973 and became a general foreman in 1980. I started my Amtrak career in 1984 when Amtrak took over the Washington Terminal. In 1990, I was promoted to facility manager and subsequently became general manager Terminal Services. In 2000, I was appointed general manager, Mid-Atlantic Division, and in 2002 became general superintendent for the Mid-Atlantic Division.

AI: What motivated you to apply for this job?

DP: I accepted this position because I wanted to broaden my knowledge of long-distance train service operations. Because Chicago is the central point for connections to the East and West Coasts for thousands of passengers a day, it provides me with a great opportunity to understand the intricacies involved and to develop operating plans that ultimately improve our passengers' experience.

AI: Tell us about any experiences or accomplishments in your previous positions that you feel are instrumental to leading the Central Division team.

DP: In leading our team, I plan to draw on my expertise in developing and executing an effective operating plan.

Developing a structured operating plan will bring significant results in our division operation, safety and service quality.

Making improvements in these areas will also help boost employee morale.

AI: How do you plan to collaborate with the Mechanical and Engineering departments to improve passengers' overall travel experiences?

DP: I will meet with employees in each department to provide my leadership and support so that we can transition toward a unified approach to delivering excellent service and clean, reliable equipment for our passengers and crews.

AI: What goals are you focused on achieving during the remainder of this fiscal year?

DP: Among other key objectives, safety will be a priority. I will continue the division's focus on reducing employee injuries and operating rule violations. To accomplish this, I plan to solicit input from our front-line employees, managers and safety team to identify and provide the tools that will help our employees do their jobs safely.

AI: What do you think are the greatest challenges facing the division and how do you plan to address them?



Photo: Sharon Slaton
General Superintendent Daryl Pesce began his career 35 years ago as a pipe fitter at the Washington Terminal Co.

Mechanical Department Hones Focus on Reliability, Availability

As the midway point of FY '08 approaches, the Mechanical department is hard at work making sure passengers have the safest, most reliable trains possible. This fiscal year alone, shop crews at Bear Car Shop, Beech Grove Maintenance Facility and Wilmington Maintenance Facility are scheduled to complete overhauls or conversions on nearly 400 cars and locomotives. The work includes 169 Amfleet passenger cars (Bear Car Shop), 94 Horizon, Heritage and Viewliner cars (Beech Grove), 82 Superliner cars (Beech Grove) and 51 electric and diesel locomotives (Wilmington and Beech Grove).

Most equipment is undergoing Level 1 or Level 2 overhauls, meaning the equipment is being fixed and refurbished, but will not change. Some rolling stock, however, will go through a Level 3 overhaul. Level 3 work means features are being added or the car is being reconfigured.

One notable example includes work being done at Bear Car Shop, where new bathroom modules that are more easily accessible for travelers with disabilities are being added to cars in accordance with the Americans with Disabilities Act.

In addition, crews at Bear are continuing to convert Amfleet II lounges to Diner Lite cars, which enable serving a wider variety of food and beverage products on longer routes. Ten such cars are al-

ready in service on the *Lake Shore Limited* between New York City and Chicago. Five more Diner Lites are planned for production through the end of FY '08, with an additional 10 over the next two years for use on routes across the country.



“This is continuous work that’s necessary to maintain the fleet each year and, as always, we’re focused on five key areas — safety, reliability, availability, productivity and regulatory compliance,” said Terry Schindler, deputy chief mechanical officer. “But we’re putting extra emphasis this year on doing our part to improve efficiency and increase on-time performance. The less time we have a car in the shop, the more time it’s available to carry passengers and generate revenue.”

According to Schindler, the Mechanical department is working to achieve this goal by further implementing reliability-centered maintenance, or RCM. RCM is a systematic approach to defining a routine maintenance program made up of cost-effective and time-efficient tasks that keep equipment operating properly. Two main questions determine RCM rules: Does the maintenance task benefit the equipment, and is the task worth doing based on the consequences of failure?

The process, led by Deputy for Reliability-Centered Maintenance Ken Jacobs, was initiated last fiscal year for maintenance of high-speed *Acela Express* equipment. Because the approach was found to be very effective, it was later applied to maintenance practices of electric locomotives toward the end of FY '07. Mechanical teams are currently performing RCM analyses and planning the implementation of RCM-validated maintenance requirements, as well as standard maintenance procedures, for diesel locomotives.

“We’re really striving to continue to improve our reliability, with our focus on reduced unplanned shop time and better on-time performance,” said Schindler. “Our team is doing a great job and truly embracing the emphasis to improve reliability and availability, which benefits the customer and the whole company.”

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Revenue Management Strategies Maximize Revenue Potential

Across Amtrak, dedicated teams of employees are actively working to achieve three overarching goals: improving customer service, reducing costs, and increasing revenue in order to decrease the company's operating loss. Overseeing one of these objectives, increasing revenue, falls squarely within the purview of the Pricing and Revenue Management group in the Marketing and Product Management department, which seeks to understand, anticipate and react to passenger behavior to maximize revenue.

Revenue management capitalizes on the basic principles of supply and demand to generate incremental revenue. Three conditions must exist for revenue management to be applicable: a fixed amount of resources available for sale, such as seats or number of departures; a perishable resource — an unsold seat cannot generate revenue; and demand for those resources, as evidenced by the overall volume for ticket sales. One factor is that different customers are often willing to pay different prices for the same resources.

“Revenue management optimizes revenue by tracking and reacting to demand for each city pair on a route by season, day of week and time of day,” said Sheryl Richards, senior director, Pricing and Revenue Management.

“The approach involves the coordinated efforts of three teams within the Pricing and Revenue Management group: Pricing, which determines fare levels and rules; Revenue Management, which monitors demand leading up to a given departure and adjusts price point availability accord-

ingly; and Decision Support, which provides the tools and access to information to help the Pricing and Revenue Management teams — as well as Amtrak management — monitor and make decisions on fares or allocation levels.”

Currently, 95 percent of ticket revenue is revenue-managed. In October 2005, revenue management practices were extended to *Regional* trains along the Northeast Corridor, and in February 2006 they were implemented on *Acela Express*



trains. Previously, these trains had static fares that only varied based on a predetermined peak and off-peak period. Today, the process is much more sophisticated and dynamic, according to Richards. This is possible in part by creating multiple fare levels and adjusting the number of seats available at each fare level based on demand. The trains with the highest demand have the largest number of seats at the highest price. With this new strategy

in place, both the *Acelas* and *Regionals* experienced immediate improvement in revenue performance.

“We started incrementally, but each adjustment resulted in immediate revenue growth,” Richards said.

The strategy is bringing in positive results, as evidenced by the key performance metric, revenue per available seat-mile, or RASM. Available seat-miles is a measure of capacity, and is equal to the number of seats available on a given departure multiplied by the number of miles of the route. RASM is expressed in cents earned for each seat mile, and calculated by dividing ticket revenue by available seat miles. Generally, the higher the RASM, the higher the overall ticket revenue.

Beyond regular fare increases, recent pricing actions include adjustments to the intermediate price points for *Acela* and *Regional* trains to meet the demands of different types of passengers. “Demand for the *Regionals* includes a mix of business and leisure travelers, whereas *Acela* passengers are generally business travelers, and less price sensitive,” Richards said. “Consequently, our price restructuring for *Regionals* focused on creating price points that were attractive to both the leisure traveler and the price-conscious business traveler. So far, it has worked extremely well, with strong results for both ridership and revenue.”

Pricing and Revenue Management’s Web-based decision support system provides data and performance results to help identify areas for adjustments and potential performance results.

For example, the RASM tracking tool compiles monthly results by route for both coach and sleeping car sales and depicts performance relative to RASM goals. As a result of Revenue Management’s restructuring the allocations for the *City of New Orleans* to capitalize on the demand between specific city pairs, there was marked improvement. Fiscal year ’07 coach class RASM aboard the *City of New Orleans* was 8.5 cents, surpassing the previous year by 19 percent and goal by 3 percent, while sleeping car RASM aboard the *City of New Orleans* was 20.1 cents, against a goal of 19.6 cents — 2 percent ahead of goal and 8 percent better than the previous fiscal year.

cal year.

The Pricing and Revenue Management team continues to explore revenue improvement tactics across all routes, with particular attention to those routes that are part of the FY ’08 Route Improvement Action Plan initiated by the Marketing and Product Management department that involves the *San Joaquins*, *Hiawatha Service*, *Regionals*, *City of New Orleans*, *Auto Train* and *Coast Starlight*. ■



RASM is particularly important as a performance measurement because it blends both the selling price with the overall volume of demand.

For FY ’07, the RASM for the *Acela Express* was 40.4 cents, up 18 percent from the previous fiscal year. For the first quarter of FY ’08, the *Acela* RASM was 48.5 cents, up 19 percent from the same period last year. Likewise, RASM on *Regionals*, was 18.2 cents in FY ’07, up 12 percent from FY ’06, and, in the first quarter of FY ’08, was 21.1 cents, an increase of 14 percent.

Amtrak Guest Rewards® Entices Passengers with New Promos

On the heels of the busy holiday travel season, the Amtrak Guest Rewards® program is offering several promotions designed to stimulate train travel in the first quarter of 2008 and increase membership in the loyalty program.

Amtrak Guest Rewards is a membership program that allows passengers to earn travel points, which can later be redeemed for a variety of rewards, including free travel, hotel accommodations, car rentals and airline miles. Launched in November 2000, the program has now grown to a total membership base of 1.6 million.

“Amtrak Guest Rewards members delivered \$300 million in ticket revenue in FY '07,” said Michael Blakey, senior director, Loyalty Marketing. “We expect this fiscal year revenue from members to exceed \$360 million.” On average, 120,000 members travel on Amtrak one or more times each month.

The company conducts quarterly program forecasting, on a rolling five-year basis, to establish the lifetime value (LTV) of each AGR member and the long-term impact of retaining the best customers. “We have begun using LTV to help us determine marketing investment on an individual member basis, and to empower our service center representatives with ranges of latitude to resolve our highest value members’ problems on the spot,” Blakey said.

“In addition, promotions such as the ones described below, help the company increase the membership base as well as motivate existing program members to spend more with us than they did during the previous year.”

Acela Express: Buy 3, 4th is Free

Now through March 15, Amtrak Guest Rewards members may earn free roundtrips on *Acela Express* with the “Buy 3, Your 4th is Free” promo-



tion. With this offer, members will receive a free roundtrip for every three qualifying roundtrips or six qualifying one-way trips purchased.

To earn the free travel, passengers must be AGR members and first register at Amtrak-guestrewards.com/11608 or by calling 1-800-307-5000 and selecting option 2. Each qualifying trip must be valued at \$160 or more per roundtrip or \$80 or more per one-way trip. Members are limited to one roundtrip or two one-way qualifying trips per day.

The free roundtrip will be awarded in the form of two one-way trips. One-way trips are valid for *Acela Express* Business class travel June 1 through Aug. 31, and are subject to the blackout date of Aug. 29. Free trips may be redeemed online by clicking the “redeem now” link located under “My Promotions” on the logged-in program home page or by calling 1-800-307-5000.

Hiawatha Service: Take 3, Get 1 Free

Also designed to stimulate enrollment in the program, this promotion enables members to earn 1,000 bonus points for taking three trips on the *Hiawatha Service*, enough for a free trip.

To earn the free travel, passengers must be Amtrak Guest Rewards members and register for promotion 10708. Bonus points will be awarded upon completion of three qualifying one-way trips aboard the *Hiawatha Service* between Jan. 7 and March 31 that includes the passenger’s member number in the reservation. Travel with a monthly pass or a multi-ride ticket does not qualify for this promotion.



This promotion supports the route improvement plans initiated by Marketing and Product Management for the “Big Six” train services, which is comprised of *Auto Train*, *Coast Starlight*, *City of New Orleans*, *Hiawatha Service*, *Regionals* and *San Joaquins*.

Amtrak Cascades: Earn Triple Bonus Points

Amtrak *Cascades* riders have an opportunity to join Amtrak Guest Rewards, with an enticing promotion aimed at stimulating membership in the Pacific Northwest. Members may earn double points for Coach class travel and triple points for First class travel on Amtrak *Cascades*.

To earn the bonus points, passengers must be Amtrak Guest Rewards members and register for promotion 10808. Registered members will earn points for travel between Jan. 7 and March 31. Bonus points will post to the members’ accounts four weeks to six weeks after qualifying travel is

completed. Reservations must include the passenger’s member number. Again, travel with a monthly pass or a multi-ride ticket does not qualify for this promotion.

In addition to the promotions, communications to program members in 2008 will take on a new look, featuring interaction between Amtrak employees and AGR members. The theme of this new creative approach is “Be our Guest.”

Another effort to increase program membership is the use of third-party databases to target potential high-value, frequent travelers. Also, the addition of the Amtrak Guest Rewards for Business program in 2007 also provides a means of targeting the small business segment along the Northeast Corridor. “This year, we are expanding this program to cover other corridors such as Chicago-Milwaukee and those in California,” said Blakey. ■

Promotions Highlight *Black History Month*

Philly Promos Highlight Acela Express

WJJZ Radio 97.5 and Amtrak are teaming up to air special Black History Month radio programming in Philadelphia and Southeastern Pennsylvania. Amtrak is also included in WJJZ-produced Black History Month vignettes and is airing 10 60-second commercials promoting *Acela Express* and *Regional* trains.

Amtrak is being recognized as a major sponsor in all public announcements, and press and media exposure of the “Black History Enrichment Series” held by the City of Harrisburg, Pa.

this month. At the Mayor’s Black History Gala, Harrisburg Mayor Stephen R. Reed will present Kecia Babb-Jordan, regional marketing director, with an award of corporate appreciation.

Pullman Porter Reunion Celebration

Working with the curator of The A. Phillip Randolph Museum, Amtrak will host a Pullman porter reunion celebration beginning Feb. 25 in Washington D.C., Chicago and San Francisco. A select number of Pullman porters will be invited to experience a relaxing ride

aboard a train and attend a reception in their honor.

Museum curator Lynn Hughes will provide an overview of the contributions of the Pullman

porters, whose lives were intertwined with the early development of America’s passenger railroad system. Amtrak representatives and local dignitaries and community leaders are expected to attend.



A. Phillip Randolph

New Management Approach Links Pay and Performance for Non-Agreement Employees

Amtrak is implementing a new performance management approach for non-agreement employees highlighted by merit-based annual salary increases, an open dialogue and ongoing coaching and feedback between managers and employees, as well as new technologies and resources that facilitate the process.

“Today, our performance management is separate from our pay program and individual goals are not always tied to corporate objectives,” said Lorraine Green, vice president, Human Resources and Diversity Initiatives. “With the new system, performance is linked directly to pay and each of our individual goals will align with the company’s corporate objectives. In doing so, we have a unique opportunity to improve the performance of our company and be rewarded for it in the process.”

Merit-Based Pay

Under the new program, annual cost-of-living, or COLA, adjustments are replaced by an annual merit-based salary increase. All non-agreement employees are eligible but not every employee will receive a pay increase, depending on one’s overall performance level.

The size of the merit raise will be driven by achievement of individual goals and performance measures.

Performance Planning

A cornerstone of this performance management process is ensuring that corporate goals cascade downward throughout the company to help establish departmental goals and corresponding individual performance goals. Individual goals must be specific, measurable, achievable, results-oriented and timely. Jointly established as a result of a manager-employee dialogue, the goals — along with several required competencies and behaviors, or success factors, such as leadership, communication, job knowledge and project management — are then entered into IMPACT, an online tool for managers that prepares performance plans and monitors progress.

Amtrak has established a core set of success factors that are considered common to all positions. These success factors describe how an employee accomplished his or her goals, whereas “performance measures” are measurements of the work accomplished. Using both performance measures and success factors provides a more

comprehensive picture of the employee’s performance.

“This approach is similar to other performance management approaches used in the past,” said Green. “What makes it different is that the new goal-setting process has metrics, measured results, performance monitoring and compensation implications. Setting and assigning goals and metrics is critical to the success and fairness of a performance management and pay-for-performance program.”

To complement the coaching and feedback process, managers will conduct mid-year performance discussions with their direct reports. This discussion may focus on areas such as degree of goal achievement year-to-date, clarifying direction, praising performance successes, reviewing how well success factors are demonstrated, and adjusting goals if necessary.

An end-of-cycle performance assessment is part of the year-end review and is used to make compensation decisions, provide documented feedback to employees, and establish development plans for the following year. Where appropriate, managers can use this opportunity to gather feedback from sources who may be either inside or outside

of Amtrak, and discuss the final review with each employee. The complete evaluation is documented in IMPACT.

Tools and Resources

The online performance management system, IMPACT, is the tool used to prepare performance plans and year-end reviews and monitor progress toward goals. But, it also cascades performance goals, selects success factors, provides automatic text for performance levels, records performance feedback throughout the year, and scores performance results automatically.

In addition, a Web-based SAP system, which will become available to managers in November, will be used to enter merit increases, track merit budget variances, and provide a total cash compensation statement for each employee.

To further support the rollout and implementation, Human Resources is providing Web-based IMPACT training for managers, including a resource guide, periodic updates via the *Focus* newsletter, departmental briefings, and a performance management Web site.

Timetable

Managers are required to enter fiscal year 2008 performance goals into IMPACT. After the SAP system goes live in November and managers conclude their performance reviews and communicate merit pay decisions by Dec. 31, merit pay increases will be paid in the first pay period of January 2009. ■

Reminder!

To enhance system security, requests to create, modify or delete Arrow IDs will be processed by the Arrow Security Team, replacing the IBM-operated Amtrak Help Desk in Boulder, Colo.

The new procedures and the necessary forms are posted on the Intranet at "Library" → "ARROW" → "Log Sine Request." For more information, please contact Sandra Cooper at ATS 777-3905 or 202-906-3905.

Mechanical

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New Prototype Underway

In addition to routine production and maintenance, the department will soon begin work on the creation of a new equipment prototype — the Lounge Diner. Not to be confused with the Cross Country Café already in service on the *City of New Orleans*, the Lounge Diner will be a reconfigured bi-level Superliner Lounge car.

Engineering and design of the new car is in the final stages and the prototype, which will be built at Beech Grove, is expected to be complete by late summer. Like the Cross Country Café, the Lounge Diner's purpose will be to make food and beverage service on long-distance routes more cost-effective by generating additional revenue while reducing operating costs. ■

Pesce

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DP: One of the biggest challenges we face is providing our employees with the resources they need to perform their duties successfully and consistently. To meet this challenge, I intend to talk with employees and managers from each department, listen to their comments and address the issues presented. Because our employees serve thousands of passengers safely each day, they are an invaluable resource for identifying what they need and areas where improvements can be made.

AI: What steps are you taking to get to know employees within the division?

DP: I have already met employees in Chicago, Milwaukee, Denver, St. Louis and Kansas City. Because of the divisions' vast territory, it will take time to meet everyone, but I plan to develop a regular pattern of visits so I can speak with more of the men and women who deliver our product.

AI: What key issues are you addressing to help foster relationships with the state partners in the Midwest?

DP: I plan to continue the division's efforts to improve on-time performance and equipment reliability along our corridors. In addition, I plan to get to know our state partners and build relationships with them. I'll let them know that I'm committed to improving the service we provide for them. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries

January 2008

BARNES, BEN
BECKWITH, BERNADETTE
BEHRLE, JOSEPH
BENSOTER, ROBIN
CARMICHAEL, ANTOINETTE
CONLEY, LAVELL
FATTORE, PATRICK
FICARRA, JAMES
FORD, THERESA
FRANKLIN, MICHAEL
FREEMAN, RILEY
GEIGER, CLAUS
GROENE, JEFFREY
HARRIS, CATHY
HESELTINE, DUANE
JOHNSON, JACK
KNISELY, RICHARD
KOBEL, JAMES
KOWALKO, LEONARD
KROMAH, VARBUYAH
LANDIS, ROBERT
LANGE, CHARLES
LAYSON, DONALD
LEE, MICHAEL
LEWELLEN, BARTH
LOTT, DEBORAH
MALASCALZA, PAUL
MARTIN, ROSS
MCGINNESS, DENNIS
MCKINNEY, DEWEY
MEARS, CHARLES
MITTELSTRASSER, ROBERT
MORRIS, JUDY
NEMCIK, GARY
PEREZ, ALICE
PHILLIPS-EVANS, PAULA
PRETLOW, LURETHA
TABICAS, FRANCISCO
TAYLOR, LARRY
THOMPSON, LAVORIA
TURNER, LAMONTE
WHITE, SALADIN
WILLIAMS, DANISE
WILSON, MARK

25-Year Anniversaries

January 2008

ADAMS, WILLIAM
ARCHACKI, JAN
BAKER, JOSEPH
BONAVENTURA, LAWRENCE
BREEDLOVE, JOHN
BROOKS, DAVID
BURKE, MAURICE
BURNS, ERNEST
CALELLO, FRANCIS
CARTER, JERRY
CAWLEY, JACK
CLAUSEN, WILLIAM
CONNELLY, TIMOTHY
CONNOLLY, ROBERT
CONNOLLY, THOMAS
CRIST, DOUGLAS
DANKO, MARK
DOMINICK, JOHN
DONOVAN, GARY
DRISCOLL, THOMAS
EIDENS, MICHAEL
FARAGO, STEPHEN
FLEISCHER, ARTHUR
FLOHN, DAVID
FLYNN, DAVID
FOHR, LAWRENCE
FONTES, ARTHUR
FONTNEAU, PAUL
FOSTER, JOSEPH
FRENCH, DAVID
FRIEL, DONALD
GANNON, MICHAEL
GILFILLAN, JAMES
GILHULY, TIMOTHY
GIULIETTI, DOMINIC
GORHAM, MARK
GUIDA, SAVINO
HEALY, CHARLES
HEFNER, KERRY
HEMMERT, LEYTON
HERTEL, DENNIS
HIGGINS, FRED
HILL, FREDERICK
HOPSON, GARY
HUGHES, JAMES
HURLEY, RUSSELL

JACKSON-WRIGHT, VIRGIE
JESSEN, BERNARD
JOHNSON, LARRY
JOHNSON, ROGER
JORDAN, PHILIP
KAISER, THOMAS
KELAHER, JOHN
KELLIHER, ROBERT
KELLY, RORY
KILLENBECK, CLINTON
KLING, ALLAN
KOBAN, STEPHEN
KWELLER, RICHARD
LAUE, JOHN
LEEDOM, JOSEPH
MARELLO, ALFONSE
MARTIN, KEITH
MCINTIRE, ROBERT
MCMAHON, JOSEPH
MELLER, JOHN
MERLE, GEORGE
MILLER, TEDDY
MOORE, AUGUSTUS
MOTTE, JOSEPH
MUNN, THOMAS
NOCENTINO, GERALD
O'BRIEN, JOHN
ODOM, KENNETH
PALCOVICH, FREDERICK
PARKE, JOHN
PETRONE, FRANK
POOLE, PAUL
PORTER, WILLIAM
RICHELLELLI, WILLIAM
RIORDAN, KENNETH
RIOTTE, FREDERICK
ROLAND, PAUL
SARRO, JOSEPH
SHAFFER, THOMAS
SHELGTREN, JAMES
SIGRO, LAWRENCE
SPINALE, DOMINIC
STIGLIANO, FRANCIS
STRUTHERS, ROBERT
SWEENEY, KEVIN
TOLMAN, DAVID
TOMPKINS, TYRONE
TROMBECKY, LEON
VOLNER, JEFFERY

WAGNER, LEONARD
WHITE, REGINALD
WICKHAM, JOHN
WINKLER, STANLEY
WOODCOCK, JONATHAN
WRIGHT, TREVOR
WYATT, THOMAS
YANNUZZI, JOSEPH
ZIRA, BRUCE

30-Year Anniversaries

January 2008

ABBOTT, RICHARD
ADAMOVICH, PETER
ASARO, VINCENT
BOLANOS, MAURO
DERENZO, PATRICK
HASSAN, MUSTAFA
MC NAMARA, MICHAEL
MENGLER, CLARENCE
OTTO, FRED
PYTEL, BRUCE
ROGERS, THOMAS
RUDAR, GEORGE
SERIO, SUSAN
THORNE, WILLIAM
VARTIGIAN, JOSEPH
WING, RODNEY

35-Year Anniversaries

January 2008

ANDERSON, WILLIAM
BARON-POCIUS, MERY
COMEAU, JOSEPH
CROMPTON, MITCHELL
DESROCHES, EVELYN
DOUGLAS, TERRY
JOHNSON, RICHARD
JONES, EDWARD
LEWIS, BRIAN
MAGUIRE, CHARLES
MOUZON, DONALD
PETERSON, ROGER
PLANEY, STEPHEN
RUSTAD, MICHAEL
SCHNEIDER, RICHARD
SCOTT, KEVIN
TAYLOR, MICHAEL

THACKER, DONALD
WATSON, LOUIS

Retirees

December 2007

BAXTER, GUY
BEALL, MICHAEL
BENAVIDES, ISMAEL
BISCOE, JAMES
BRUNELL, ROBERT
CLARK, HUEY
CURTIN, DANIEL
DAVIS, SAMMY
DEVERAN, LAWRENCE
DIGREGORIO, SAMUEL
DOOLEY, JOHN
ESSEY, FRED
FANELLE, AGNES
FULWOOD, MAREL
FUNARO, GEORGE
GRANADOS, LILLIAN
GLASS, AUGUSTINE
HANSON, DAVID
HAWKINS, JOHN
HICKS, RANDY
HILL, CELLESTINE
HOTCHKISS, DAVID
LEWIS, BENNY
LEWIS, JAMES
MAGEE, KIERAN
MARTIN, HOWARD
MCCALLUM, REGINALD
MCDANIEL, KENNETH
MIDDLETON, ARTHUR
MOON, MARCUS
MOORE, LIONEL
NEIL, RODRICK
PEREZ, FELIPE
PORTER, SYLVESTER
RUCKER, PAUL
SADOFF, DAVID
SCHIRF, PAUL
SHIVERS, CHRIS
SKOLYAK, BENJAMIN
SLEIGHER, PATRICK
SNOWDEN, GARY
VENTER, PAUL
WILLIS, ROBERT

Front Line Focus

Dear Amtrak:

Recently ... my mother took a train from Williston, N.D., to Edmonds, Wash. She utilized a motion sickness patch and, due to an adverse reaction, she was lost, confused and belligerent. These are qualities she never displays otherwise. She ended up in the emergency room, and a short stay in the hospital. Fortunately, now she is fine.

In any event, as her memory returned, as she related some details of the trip to me and my siblings, it became obvious that a [train attendant] named Isaac [Rayfield] was an angel in Amtrak garb. His patience and diligence made it possible for Mom to complete that trip. I cannot say enough good things about this fine man. You are fortunate to have an employee such as this fellow.

Please forward a small note of thanks, if you will. Thanks again to Isaac. A Brother from a different mother.

Thank you again,
(Son of an) *Empire Builder* Passenger

Dear Amtrak:

... I forward this letter to highlight the outstanding service rendered by Catherine Beighey, service attendant aboard [the Silver Star].

I travel on Amtrak sleepers quite often, and I have been afforded numerous opportunities to frequently observe the work habits of your employees aboard your trains. During the entire trip, Ms. Beighey continually demonstrated thoughtfulness, diligence, and excellence in the performance of her duties. Throughout the trip, I noted that she was of tremendous help to lots of passengers aboard. Her initiative really caught my attention.

... Please pass along to Ms. Beighey a sincere "Thank You" for a job well done from an appreciative customer. She reflects positively on your entire Amtrak family.

Thank you again,
Silver Star Passenger

Compensation Base Changes in 2008

During the year, the two-tiered Railroad Retirement system deducts taxes from an employee's paycheck until the compensation reaches a designated amount. For 2008, Congress has increased the maximum compensation amounts subject to Railroad Retirement taxation.

The Tier I — the railroad industry's equivalent to Social Security — tax rate is 6.20 percent, displayed as "Federal RRT1" on employees' check stub. In 2008, taxes will be deducted at this rate until compensation reaches \$102,000, up from \$97,500 in 2007. The maximum that can be withheld for Tier I taxes this year is \$6,324.

The Tier II — the employee pension benefit — tax rate is 3.9 percent, displayed as "Federal RRT2" on the check stub, which is the same as 2007. This year, taxes will be deducted at that rate until compensation reaches \$75,000, up from \$72,600 last year. The maximum that can be withheld for Tier II taxes is \$2,960.10, up from \$2,831.40.

The Medicare Hospital Insurance tax rate is 1.45 percent, displayed as "Federal Med" on the check stub, and there is no annual maximum compensation or withholding for this tax.

This Month in Amtrak History

February

Feb. 14, 1974

Amtrak puts into service the *Chicago-Rockford-Dubuque Black Hawk*.

Feb. 1, 1979

Operation of the 1,153-mile, Washington, D.C.-New Orleans *Southern Crescent* is conveyed by Southern Railway to Amtrak. Amtrak later shortened the name to *Crescent* and extended the route to New York.

Feb. 26, 1979

Superliners are put into service on corridor trains in the Midwest.

Feb. 3, 1980

The second *San Joaquins* frequency (Bakersfield-Oakland) begins.

Feb. 27, 1980

One hundred fifty Amfleet II cars are ordered from the Budd Co. in Red Lion, Pa.



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A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 3 • March 2008



Amtrak Salutes Women on the Railroad

**Request Initiates FY '09
Funding Process**

**New Security Procedures
Launched**

**CFO: Outlook for FY '08
and Beyond**

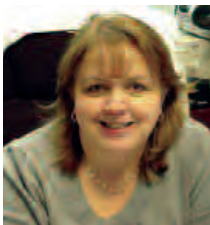
AMTRAK® i n k

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What do you think is the most important service improvement over the last five years?



Linda Garrity, secretary, Customer Service
Harrisburg, Pa.

“The major infrastructure improvements as a result of the Keystone Corridor Improvement Project, and the change from diesel to electric service, have allowed for shorter trip times, increased frequencies, and an overall better product for the customers.”



John Tovar, reservation sales agent, Western Reservation Sales Call Center
Riverside, Calif.

“The improved Ticket-by-Mail process is much more passenger friendly. Our customers do not need to purchase tickets through travel agencies, which is saving them time and money.”



Karina Romero, manager, Media Relations
Washington, D.C.

“The biggest service improvement in the last five years has been the introduction of our new Quik-Trak machines. The touch screens work great, and you can’t beat the speed.”

Amtrak Employee and Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002

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FPO FSC Logo (Horizontal)

TRAIN OF THOUGHT

We've had an eventful couple of months since the start of the year. One of the most significant events is the series of tentative agreements we've reached with most of our unions. As I write this, 13 agreements are out for ratification by their membership, and we expect the results of the ratification votes for nine of those on March 10. I am more than pleased that we have tentative agreements in place and hope that we can all work together to avoid a similar situation in the coming years.

Working for the railroad is never boring and that's probably one of the reasons why so many of us love it. I know that's true for me. On any given weekday we move 70,000 passengers across the system and we are prepared for what every one of those days may bring. Last month, an employee in Illinois saved a man who was clearing snow from the track from being struck by a freight train. On the lighter side of things, our employees recently readied a car aboard the *Wolverine* service for a wedding ceremony. In the Pacific Northwest, we sustained a hit when a massive mudslide over UP territory north of Chemult, Ore., disrupted our premier *Coast Starlight* service in January. While the UP is clearing the area, the earliest estimate for restoration of the track is April.

We've received excellent feedback on the Mobile Security Teams we began to deploy last month. The Mobile Se-

curity Teams conduct screening of randomly selected passengers and their carry-on bags, and make security checks in the stations, platforms and trains. The approach is intended to be random and unpredictable and augments the steps we're taking — both visible and behind-the-scenes — to improve the security of our employees and passengers. These procedures are designed not to interfere with on-time departures and the convenience that drives the traveling public to Amtrak.



Alex Kummant

One of the other items of note so far this year is our submission to Congress for funding next year. I testified before a House Appropriations subcommittee in support of our Grant and Legislative Request for FY '09, which totals \$1.67 billion — far more than the \$800 million allocated for us in the administration's budget. That's just the first of many steps toward securing funding for next year, and I'll keep you informed about our progress on that front.

Please keep yourself and your co-workers safe.

Retirement Tribute to Michael J. Rienzi

Last month, Amtrak paid special tribute to longtime railroad veteran Michael J. Rienzi as he retired from his position as vice president of Procurement and Materials Management. Rienzi joined the company in 1999 and assumed this newly created executive-level position. He has gained over 36 years of experience in procurement administration, including posts at the Port Authority of New York and New Jersey, New Jersey Transit and Conrail.

"When Mike joined the company, he sparked a major overhaul and consolidation of our procurement efforts and continually made great progress in that area," said CEO Alex Kummant. "Mike is a true railroad veteran and the expertise and leadership he brought to Amtrak have been invaluable to improving our business over the last decade. We all wish him well in his retirement."



Request Initiates FY '09 Funding Process

Amtrak submitted its annual Grant and Legislative Request to Congress on Feb. 20, detailing its financial needs for the 2009 fiscal year. The total amount requested is \$1.67 billion, comprising \$801 million for capital investments, \$525 million for operating expenses and \$345 million for debt service.

In addition, Amtrak outlined the requirement for a congressional appropriation of \$114 million to fund the balance of retroactive pay in FY '09 due as a result of the Presidential Emergency Board 242 recommendation.

The total funding request is slightly higher than last year's request, due mainly to rising operating costs. Salaries, wages and employee health benefits that account for approximately 60 percent of total operating expenses will increase in part because of new labor agreements. Rising diesel fuel costs and uncertainties in the national economy contribute to the higher financial needs as well.

Driven by the guiding principles of accountability and strategic growth, Amtrak aims to enhance overall business processes, improve consistency and reliability of service, and expand services to meet the growing demand for corridor travel next year.

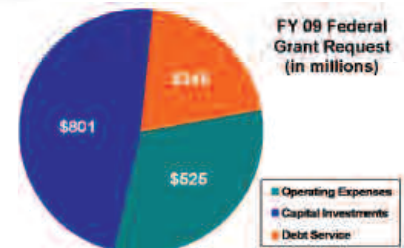
The company also seeks to invest in its operations with an aggressive upgrade of information systems. Accordingly, a

seven-year Strategic Asset Management plan is in the works for which \$47.5 million would be required next year.

In regard to capital funding, the vast majority of the \$801 million requested will go toward maintaining a state of good repair, with \$331 million directed at infrastructure and \$176 million earmarked for equipment. Compliance with the Americans with Disabilities Act, technology improvements and upgrades in data security also account for large portions of the requested capital funds.

The request initiates the annual appropriations process, which involves hearings before House and Senate committees and legislation crafted in the late spring or early summer. Typically, appropriations bills are passed in September or October.

The 2009 Grant and Legislative Request can be found in its entirety in the "Legislative News" section of the Intranet and on Amtrak.com under "Inside Amtrak" and "Other Reports."



New Security Procedures Launched

Random Baggage Screening Conducted by Mobile Security Teams

On Feb. 19, the company announced the deployment of new specialized Mobile Security Teams that periodically patrol stations and trains and conduct random screening of passengers and carry-on baggage. The new teams were created to augment existing patrols and behind-the-scenes security measures already in place to improve rail security and minimize the risk of terrorist threats. These measures are not in response to a specific threat to Amtrak.

Initially deployed on the Northeast Corridor, the Mobile Security Teams will later expand across the nation.

"This is the next evolution of our ongoing strategy to improve security for our employees, passengers, stations and trains," said William Rooney, vice president, Office of Security Strategy and Special Operations (OSSSO). "Our department has been working hand-in-hand with domestic and international agencies and experts to continually improve our ability to minimize threats. These new strategic deterrent measures

continued on page 10



Mobile Security Team members Douglas Davison (left), Keith Goerz and Joe Zawacki (with police dog Storm) patrol a platform at Washington Union Station.

New Interiors to Offer More Comfort, Luxury on Amtrak *Cascades*

Amtrak and the Washington State Department of Transportation (WSDOT) have partnered to complete a major interior renovation on all coach and Business class cars used on Amtrak *Cascades*, which runs between Vancouver, Canada and Eugene, Ore. The \$10 million project began last summer and the first of the completed cars will be going into service this month.

“This project has been a truly collaborative effort by all parties involved and it demonstrates the commitment to rail service in the Pacific Northwest,” said Tom Milles, principal contract officer for the Procurement and Materials Management department. “The State of Washington, our engineering and rolling stock managers, and the folks from TALGO have been completely committed to making this successful. It’s been an uneventful project, which is a real achievement when you consider all the logistics we’ve had to maneuver.”



Amtrak Cascades trains, which serve the route between Vancouver, Canada and Eugene, Ore., are undergoing interior renovations.

Currently, five trainsets are being used for Amtrak *Cascades* service. Built by TALGO between 1996 and 1998, three of the trains are owned by the State of Washington, the other two by Amtrak.

Refurbishments include the installation of new leather seats, curtains, carpet and laminate sidewalls that stay cleaner and are more durable. In addition, faux wood inlays are being mounted on the new sidewalls to sport a more upscale look. Ceilings are being re-

painted and luggage racks will have new coverings.

Safety improvements are being made as well. An emergency pathway lighting system is being installed, much like those used on commercial airplanes.

“We’ve been working with Amtrak since 1996, and this is the next phase in our great partnership to further develop the corridor,” said Jeff Schultz, operations and rolling stock manager for the WSDOT State Rail and Marine Office. “Our ultimate priority is to provide the best service possible for passenger rail customers, and these interior improvements are a great step forward.”

Because the trainsets are permanently coupled, entire trains — not individual cars — are pulled out of service one at a time to undergo changes. Each train refurbishment takes approximately 45 days. While a trainset is being serviced, Superliner equipment is sub-

stituted to keep Amtrak *Cascades* running at capacity with five trains.

All trainsets are scheduled to be completed by the end of 2008, with extended service life to approximately 2029.



New leather seats and sidewall panels aboard Amtrak Cascades trains offer customers a more comfortable, upscale environment.

CFO: Outlook for FY '08 and Beyond

Last month, the Finance department finished the annual audit process and closed the books on Fiscal Year 2007 — the earliest this process has been finished in nine years, and three months quicker than last year. Amtrak Ink sat down with CFO William Campbell to discuss his department's challenges and opportunities in FY '08.

Amtrak Ink: You've been with the company for eight months and you're in your first full fiscal year as CFO. What are the major goals you've set for the Finance department for FY '08?

William Campbell: Our overall goal is to improve financial stewardship and that includes many different pieces. We want to get the company in compliance with best practices for the industry. We received a clean audit opinion this year, which is essentially a 'clean bill of health' for accounting and we always want that to be the case. But next year, we want to close the books by Dec. 15. Most successful companies close their books within 90 days of year-end, and I want us to hit that mark.

AI: What are some of the noteworthy improvements being made by you and your staff?

WC: We're making strides in debt management. In 2002, company debt ballooned to almost \$4 billion but we've gotten it back down to \$3.3 billion. We're working to keep decreasing debt and the goal is to have it under \$2 billion by FY '13. It's going to be tough but it's critical to the company's success. Debt is a brake in our ability to grow. By reducing debt we'll be in a position to upgrade our fleet and provide better service — that leads to company growth.

We've also been able to find some cost-avoidance opportunities that allowed us to reduce principal on our loans by \$59 million more than we expected. Basically, we're searching the couch cushions for extra change to reduce our operating loss. We got new Property and Casualty insurance that offers better coverage for about \$4 million less per year. We purchased 103 Horizon cars for \$50 million less than the scheduled price by buying them before our lease was up — that saved an extra \$1 million in interest payments. I've also guaranteed the board of directors that we would find an additional \$10 million in cost savings by finding new opportunities to buy needed equipment and collect money that's owed us.

AI: Have any other changes been made to improve the company's growth potential?

WC: Absolutely. The most notable is our new capital budgeting process. For the first time in company history, we rated and ranked all 815 proposed capital projects and funding will be allocated according to project ranking. This ensures that the most deserving projects get funding this year. In the past, state-of-good-repair projects seemed to always get priority. While those are definitely important, there are many other capital projects that are essential to growth. With the new ranking system, IT, Marketing, Security and other departments will get money for critical projects that are necessary for a better company — not just a better railroad.

AI: What challenges do you see on the horizon?

WC: Well, one of those is obviously figuring out how to finance back-pay for our union workers. Based on the terms of the tentative agreements that we reached with nine unions in January, we were able to project what our total back-pay needs will be. While we had budgeted for the wage increases in the January agreements, finding cash for our full back-pay needs will be a challenge. We only have the money to cover 40 percent of those needs, which we are paying out this year. The other 60 percent needed for next year, about \$114 million, is not in our budget so our challenge is to obtain extra funding from Congress. Our ability to make the back-pay next year is completely dependent upon our receiving an appropriation from Congress to cover it.

The other test we're going to face is meeting our human capital needs. Like many large companies in every industry, we're facing an upcoming tidal wave of retirements and we'll need to fill the pipeline with new employees with a variety of skills. To really improve company performance, we've got to implement some new assessment programs and procedures and we've got to have skilled workers to do that. With all that said, we're moving in the right direction and I'm very confident we can overcome these challenges.

Campbell joined the company as CFO in May 2007. Previously, he was CFO for the Department of Veterans Affairs where he managed finances for the second-largest cabinet agency with an annual budget of \$65 billion.



William Campbell

Focus Bolsters Supplier Diversity

After 22 years in various procurement and materials management positions at Conrail, and the last three-and-a-half years purchasing maintenance-of-way materials at 30th Street Station in Philadelphia, Walter R. Livingston III brings a wealth of experience to his new position as director of Supplier Diversity. His perspective on inclusiveness in the marketplace is a necessary attribute for ensuring that the company meets its goal of acquiring 15 percent of its goods and services from minority, women and small disadvantaged business enterprises.

“Diversity and inclusion in the workplace is paramount and parallel to diversity and inclusion in the business community,” said Livingston, who assumed his position in November. “Recognition of diversity in all of its forms, be it race, gender, religion, nationality, or age, inside the workplace or out, affirms that all people have something to offer. Not to recognize and value differences inherent in all people limits our individual growth.”

Livingston is tasked with charting the short- and long-term implementation of the company’s strategy for meeting its supplier diversity goals. He is responsible for delivering compliance reports to federal and state agencies as well as state and municipal transit authorities, and developing strategic partnerships with diversity-related civic and professional organizations.

Amtrak spent approximately \$1.1 billion in goods and services in FY '07 through contracting, subcontracting, pur-

chasing, leasing, professional services and other agreements for traditional items such as hardware, cleaners and solvents, tools and shop supplies. The company also buys railroad-specific items such as car and locomotive parts, catenary and structural steel fabrications. Given his more than 25 years experience in the field of supply chain man-

“Recognition of diversity ... affirms that all people have something to offer.”

agement, Livingston said he is comfortable with a recent corporate restructuring that moved Supplier Diversity from the Human Resources department to the Procurement and Materials Management department under Finance. “My presence along side the buyers was one of the factors that drew me to the position because that is where I’m most comfortable,” he said.

Livingston added that being in Philadelphia with the procurement staff provides an opportunity for “opening the communication lines between — and even within — the various buying groups. But, the greatest opportunity I see is in growing the spend results with minority, women and small disadvantaged firms.”

Employee’s Instinct and Experience Avert Tragedy

While at the Naperville, Ill., station on Feb. 1, Hearing Officer Carl Demotses (right) observed a man operating a snow removal machine get stuck in the gauge of the track. Demotses looked to the east, where a green over red signal indicated that the track was “all clear,” while to the west he saw the headlights of an approaching freight train. Realizing the driver was still trying to get the equipment off the track, Demotses yelled for him to get off the tracks. The vehicle’s engine was so loud, the driver did not hear him.

Instinctively, Demotses ran into the station and asked the Metra ticket agent to call the BNSF dispatcher to stop the train. Drawing from his operating background, he ran in the direction of the train and gave the locomotive engineer a hand signal to stop the train. Thanks to Demotses’ efforts, the dispatcher notified the engineer, who applied the emergency brakes and stopped the train about 300 feet from the man on the tracks.

Demotses’ quick thinking and 42 years of railroad experience certainly came in handy, and while the driver may not have realized it at the time, Demotses saved his life.

Peter Hall contributed to this story.



Photo: Sharon Slaton

Amtrak Salutes Women on the Railroad

March is National Women's History Month, an annual opportunity to recognize the countless contributions of women in all facets of life — business, science, community, government, literature, art, sports or medicine. In contrast to the short 21-year history of this annual celebration of women's achievements, women have long played critical roles in the development of the railroad.

The Past

During the 1800s, several women inventors made important contributions to improving safety and reducing noise pollution from trains. On Oct. 11, 1870, Eliza Murfey, a New York physician, patented 16 devices for improving the packing of journals — the portion of a shaft or axle contained by a plain bearing — and bearings for railroad car axles, which lubricated the axles with oil to reduce derailments caused by seized axles and bearings.

"... Eliza Murfey ... may turn out to be one of the most prolific American women inventors of the century, and by far the most prolific of her day," wrote Autumn Stanley in her



Photo: Courtesy of Daylight Sales
This photo depicts a group of women working at the Southern Pacific shops during World War II. It first appeared in the SP Bulletin in the 1940s.

book, "Mothers and Daughters of Invention" (Princeton University Press, Princeton, N.J., 1995).

In 1879, Mary Walton patented a method of deflecting smoke stack emissions through water tanks and later adapted the system for use on locomotives. She also invented a noise reduction system for elevated railroads in New York City, in which the track was cradled in a wooden box lined with cotton and filled with sand. She received a U.S. patent for

the system on Feb. 8, 1881, and later sold the rights to the Metropolitan Railroad of New York City.

Other women inventors include Mary I. Riggin, who created the railway crossing gate, and Catherine L. Gibbon, who held several patents for the construction of railway tracks.

The Present

Today reveals a new generation of women railroaders. At Amtrak, more than 4,300 women are engaged in a cross-section of roles and responsibilities.

Stephanie Pavlakis, senior director, Employee Development, joined Amtrak in the early 1970s after working in station operations in New York Penn Station. Since joining the training organization in the early '80s, she's helped develop training strategies for a number of projects, including High-Speed Rail service, *Auto Train* and the implementation of Superliner equipment.

Working with the Mechanical, Engineering and Transportation departments, Pavlakis said: "I like to think that the skills and knowledge imparted in our training courses and programs enable our employees to

provide service with the confidence they need to do their jobs effectively.”

Aboard the *Acela Express*, Conductor Alice Winston is instantly recognizable.

“Most passengers recognize her right away because of her friendly at-



Photo: John Haney

Loretta Carr, acting road foreman, climbs aboard the *Southwest Chief* locomotive at La Junta, Colo. She represents the women engaged in a cross-section of roles across the company.

titude and her smile,” said Mike Sherlock, acting general superintendent, Mid-Atlantic Region. “As a manager, I appreciate her work because she knows what she’s doing when it comes to railroading.”

This impression was underscored by a recent incident where a trespasser was struck by her train just south of Philadelphia.

“As the conductor of the train, Alice put aside her own personal [needs] to tend to her passengers’ needs. She kept everyone aboard the *Acela* train informed of the situation

and worked with her crew and the crew of a transfer train to get the folks on the stranded train moving to their destination. She is a great example to us all,” said Sherlock.

Another woman who adds value to company operations is Loretta

Carr, who joined Amtrak in 1999 as a ticket clerk. After a brief break in service when she served as a conductor for Trinity Railway Express commuter service in the Dallas-Fort Worth area, she rejoined Amtrak as an assistant conductor in 2003. Now, as an engineer, she serves as acting road foreman, overseeing the day-to-day operations of the *Southwest Chief* from La Junta, Colo. to Dodge City, Kan.

As both an engineer and road foreman, Carr said she

is responsible for ensuring that passengers enjoy a safe, comfortable journey. “Making sure the crews stay up-to-date and have everything they need to operate our trains takes some of the pressure off of them so they can focus on the passengers and the operation of the train.”

The contributions of these extraordinary women are acknowledged at the highest management levels in the company.

“The daily achievements of employees like Stephanie, Alice and

Loretta are the latest in a legacy of achievement among women in the railroad industry,” said President and CEO Alex Kummant. “I’m extremely grateful to them and everyone who strives to ensure that we deliver a high-quality travel experience for our passengers.”

The Future

As the railroad industry continues to evolve, women will continue to play a key role.

“During my career, it has been exciting to see the growing number of women that have successfully entered into non-traditional railroad positions such as conductor, locomotive engineer and train dispatcher, to name a few,” said Pavlakis. “I think



Photo: Jeff Kocar

Stephanie Pavlakis, senior director, Employee Development, trains employees representing a range of departments.

today’s women have the talent and potential to bring about the changes that will keep railroads successful and a preferred transportation choice in this country.”

“It doesn’t matter if you’re male or female,” added Carr. “What matters is safety, productivity and [the desire] to do a good job.”

Remembering George Warrington

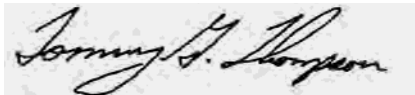
Editor's Note: The following letter was submitted by former members of the board of directors, Gvs. Thompson and Dukakis, in tribute to past Amtrak president George Warrington, who passed away in late December.

We were both privileged to work with George D. Warrington during his tenure as president of Amtrak and were always impressed with his ability to immediately get to the heart of any matter and his tenacity in never allowing himself to be sidetracked or lose sight of the ultimate goal.

There is no doubt that George made high-speed rail travel a reality in the United States. He knew better than anyone all the obstacles and setbacks we faced and he found a way to overcome each and every one. A lesser person would have given up, but not George Warrington. He had the vision, skill and persistence to get the job done. He was the conscience and spirit behind *Acela Express* and was unquestionably the right person at the right time in the right place.

After accomplishing the impressive feat with *Acela*, George took that same determination and expertise to New Jersey where he substantially expanded mass transit and improved the rail system's on-time performance. Most importantly, he had the vision to recognize the need for a new rail tunnel beneath the Hudson River and the benefits it would bring both to New York and New Jersey.

George was a true public servant. He made a difference — a real and measurable difference — and we can think of no better legacy. George has left a mark on our lives, and he will be missed by all who were fortunate enough to have known him.



Tommy G. Thompson



Michael S. Dukakis

New Security Procedures Launched

continued from page 4

are similar to programs in New York, Boston, Madrid and London.”

Mobile Security Teams may include specially trained Amtrak Police officers, explosives-detecting K-9 units and specialized counter-terrorism agents, and are deployed on an unpredictable or random basis to perform security checks in stations and on trains.

Because predictable security can be exploited, the baggage screening and patrols will be unpredictable. Squads will be deployed at varied times and stations, where they will screen randomly selected passengers and their baggage.

“Our goal is to deter potential terrorists by being highly visible,” said Rooney. “Squad members will be armed and some will be in full tactical gear. In our testing, we got a lot of positive feedback from pas-

sengers who understood the benefits of these procedures. They were happy to see additional security that doesn't impact their travel time.”

Mobile Security Team procedures are structured such that they will not impact the rail schedule. Inspection of a passenger's baggage is quick, usually taking less than a minute. The randomly selected boarding passengers can expect the Mobile Security Team to move swiftly and in as minimally intrusive a manner as possible. Passengers have the right to refuse screen-

ing or inspection; and those who do will not be permitted to board the train and will be provided a refund.

To inform passengers of the new procedures, an extensive awareness campaign was launched including new station signage, ticket stuffers, seatback cards and information on Amtrak.com. Internally, an ARROW message and OSA provide details on the program. ■



This ad, featuring the new security logo, will appear in the upcoming timetable. New station signage, ticket stuffers and seatback cards with the same look have also been deployed on the Northeast Corridor in support of the new security measures.

New Business Strategy to Drive Performance in Food and Beverage Operation

The Marketing and Product Management department's Food and Beverage and On-Board Systems teams are jointly implementing a new business strategy to strengthen commissary operations and leverage new technologies to drive efficient execution of Food and Beverage activities.

"The plan is to streamline the way we do business for the entire Food and Beverage operation," said Lenetta McCampbell, senior director, On-Board Systems. "We are closely integrating the Food and Beverage Point-of-Sale (POS) project with a new competitive bid process for the management of our Commissaries across the country."

The POS project involves three components: developing a new on-board point-of-sale system to capture all food and beverage sales and services similar to those found at retailers such as Target or Bennigan's, replacing the existing food and beverage management system (now known as EATEC), and updating commissary warehouse operations with a new automated system.

"This move reflects Amtrak's need to put into practice state-of-the-art warehouse management systems that are efficient, yield excellent customer service, and help reduce food and beverage losses," said Tom Hall, senior director, Food and Beverage.

The introduction of new POS devices is scheduled for early summer 2009, and will include scanning technology, streamlined inventory check-in/check-out processes and improved reporting capabilities to ensure that the right products are in the right place at the right time. Ultimately, the new business strategy will result in increased passenger satisfaction.

The expiration of Amtrak's contract with Gate Gourmet International at the end of this calendar year makes the timing right for Amtrak to explore the marketplace to assure it has the best-in-class food and beverage warehouse management vendor and industry best practices. Consequently, the company will issue a Request for Proposals later this spring to invite vendors to submit proposals that will best meet its needs in the future.

For the past eight years, Gate Gourmet has been Amtrak's food and beverage vendor for warehouse management functions, which include forecasting, procurement, ordering and receiving, warehousing, material transfer to and from trains and facilities, food safety, staffing and facilities management.

Hall reiterated that the company's desire to drive continuous improvement in Food and Beverage operations as the impetus behind the move to solicit bids. Amtrak initiatives have reduced the Food and Beverage loss by 25 percent — more than \$20 million — over the last three years.

"We're continually seeking to improve efficiencies, operating performance and costs controls in our Food and Beverage warehouse management system," he said.

"Through this competitive process, we will select the vendor that provides the best capabilities and value. This move reflects no dissatisfaction with Gate Gourmet, which has been effective in working with the company to reduce commissary costs. Gate Gourmet is invited to participate in the procurement process."

The procurement process is expected to have little or no impact on passengers or routine warehouse activities.

Albuquerque Joins Growing Number of Intermodal Stations

Ticket Agent Edward Bunten assists passengers at Albuquerque's new station, which relocated last month to the Alvarado Transportation Center. The new facility is located just steps away from the previous station, which served nearly 67,000 passengers last year. Shared by several train and bus services, the intermodal station offers passengers more spacious seating, and newer and brighter surroundings as well as a restaurant.



Photo: Debbie Dews-Wood

Two Long-Distance Services Make Biggest Jump in CSI Scores



The California Zephyr (left), shown passing through Thompson, Utah, and the Cardinal (right), shown moving westbound through Burke, Va., are both experiencing double-digit increases in overall CSI scores.

The *California Zephyr* and the *Cardinal* both experienced double-digit increases — the highest among all long-distance trains — in overall Customer Service Index (CSI) scores from the beginning of the fiscal year through Dec. 31, over the same period the previous year. At press time, the *California Zephyr's* CSI was 80 percent, up 14 points, and the *Cardinal's* score was up 12 points to 69 percent. And, while improved on-time performance and other factors generally correlate with improved CSI scores, an overall increase in customer satisfaction with the On-Board Service crews is the central element in the upswing in the CSI scores aboard the *California Zephyr* and *Cardinal*, according to a number of company sources.

The increased satisfaction with the OBS crews has been achieved by creating a true team atmosphere among crew members. Instead of mixing and matching individuals for each run, set crews were established and those crews work together on a consistent basis.

“The same OBS crew members work together, creating great synergy,

and each member really takes on the responsibility to provide the best service possible on every trip,” said Cynthia Winslow, assistant superintendent, On-Board Services. “Providing customers with a consistent team approach has been a major factor in the rapid increase in CSI scores. Our front-line employees deserve the credit.”

Winslow added that crew briefings and support are also a vital part of the increased attention to customer service aboard the *California Zephyr*, and include pertinent information on passenger counts, group boardings, special needs passengers and special meals. Also contributing to the improved team atmosphere is the increased presence of the management team, with OBS Managers Cynthia Rogers, based in Chicago, and Denver-based Tim Gallagher visible and engaged with the 14 OBS teams.

Aboard the *Cardinal*, similar activities take place to support the OBS crews in their efforts to provide great service to passengers, according to Debbie Johnson, assistant superintendent, Passenger Service. “We are pushing our managers to be more creative in how they serve as a support system to the on-board crews,” she

said. “We’re requiring our managers to ride the trains more often and give the crews more one-on-one attention.”

As a result, CSI scores for friendliness and helpfulness of train conductors and food personnel have increased 13 and 15 points, respectively.

CSI scores for friendliness and helpfulness of train conductors and food personnel aboard the *California Zephyr* have increased 9 and 5 points, respectively.

A new national “back-to-basics” dining car menu currently in use on board select long-distance trains, including the *California Zephyr*, is also likely to have an impact on CSI scores; however, this trend won’t be apparent for another two months.

Each meal now includes a Chef’s Marketplace Special with a number of new selections: chicken apple sausage, Belgian-style waffles, hot and cold appetizers, turkey burgers, shrimp cocktails, flat iron steak, rainbow trout and a number of dessert options. Kosher and vegetarian/vegan meals are also available upon advance request.

“The menu fosters tableside communication between the server and the passenger, which promotes positive customer service and relations,” said Pete Humphreys, Food and Beverage director. “The format affords more opportunity to build in menu flexibility to offer specific specials, both seasonal and regional.”

The CSI scores for availability of food, quality and variety have increased on the *California Zephyr* by 4 points, 6 points and 7 points, respectively. This is a direct correlation to

the customer service provided by the dining car crews, further emphasizing the hard work of on-board personnel.

The menu on the *Cardinal* is designed to use the modified Amfleet Diner Lite equipment, with the most dramatic change being the introduction of all-day selections that include the previous lunch menu along with a new selection of various hot appetizers. The appetizers take advantage of new combination ovens that use pre-set heating times for ease of prepara-

tion. Menu items include scrambled eggs, French toast, a beef short rib, chicken cacciatore, seared salmon and vegetarian pasta.

CSI scores for availability, quality and variety on the *Cardinal* have dramatically increased by 18 points, 17 points and 12 points, respectively.

Another factor in the increased CSI scores, at least on the *Cardinal*, has been on-time performance. Although on-time performance has been erratic, the current CSI scores

reflect improved OTP for the preceding months, according to Dick Salmon, senior director, Operations Management.

“A spike in OTP always trickles down through many CSI scores,” Salmon said. “We always see conductor performance track with OTP performance.”

December year-to-date OTP for the *California Zephyr* is at 53.3 percent. ■

Divisions Recognize Safety Accomplishments

Central Division Achieves Safety Excellence

Congratulations are in order for the Central Division for achieving the most successful year in safety of any division during FY '07. With a ratio of 1.14 injuries per 200,000 hours worked, the division beat the overall department goal by 33 percent and the next best division by nearly 20 percent.

“Employees achieved this outstanding record by following the safety plan, working together and focusing on changing at-risk behaviors into safe behaviors,” stated Safety Officer Peter Hall. “Over the past four years, the division has demonstrated world-class improvement in safety by reducing injuries from 55 in FY '04 to only 21 in FY '07.”

Southern Division Operating Employees Reach Milestone

The Southern Division's 304 Operating employees have earned their bragging rights for achieving the best operating safety ratio in the company for the fourth consecutive year.

The team consisting of locomotive engineers, conductors and dispatchers closed FY '07 with only three rule violations, which reflect a ratio of 1.4 rule violations per 200,000 hours against a goal of 2.1.

According to General Superintendent Joe Wall, “This accomplishment does not come easy and is a result of a well executed plan, excellent management and our operating employees working together as a team.”

Within the division, the Raleigh, N.C., Train and Engine crew has set an outstanding record — more than seven years without an FRA-reportable injury. The crew base consists of eight engineers and 12 conductors who work aboard the *Carolinian*, between Raleigh and Charlotte, N.C., and *Silver Star* between Raleigh and Hamlet, N.C.

According to Assistant Superintendent of Operations Larry Vanover, “Much of this success can be attributed to employees' keen focus on day-to-day safe behaviors as well as the efforts of a very active Safety/Security Improvement Committee.”



Photo: Jeff Snowden

While unloading luggage at the Toledo, Ohio, station Ticket Agents Diana McCray and Juanita LeClair work as a team to safely remove a large package from the baggage cart.

National Train Day Set for May 10

Promotions Slated to Engage Customers and Employees

The six-week awareness campaign leading up to the first-ever National Train Day celebration on May 10 encompasses a string of promotions targeting a wide cross-section of the overall market to expand Amtrak's visibility.

The May 10 celebration commemorates the 139th anniversary of the completion of the Transcontinental Railroad in Promontory, Utah, and will include musical and entertainment acts in the major markets of Chicago, Los Angeles, Washington, D.C., and New York City. TV weatherman and co-host of NBC's *The Today Show* Al Roker is the national spokesperson for the event, and will host a satellite media tour before kicking off the festivities at Washington Union Station along with local VIPs and Amtrak officials.

"National Train Day allows us to engage new customers, strengthen our relationship with current riders, and generate interest in passenger rail, all with an eye toward generating incremental trips," said David Lim, chief marketing officer.

Entertainment acts planned for May 10 include World Class Rockers — former members of Santana, Journey, Steppenwolf, Toto and Lynard Skynard — at Chicago Union Station; Nickelodeon star Drake Bell at Los Angeles

Union Station; singer/songwriter Sara Bareilles at Washington Union Station and the world-famous Harlem Globetrotters at New York Penn Station.

The day's events will vary by location, but may include a gallery of Amtrak photography, children's activities, equipment exhibits and displays and exhibits by local partners such as convention and visitor bureaus, the National Association of Railroad Passengers, state rail agencies and other associations.

Another key component of the campaign is the MasterCard National Park Service promotion. For every Amtrak purchase made with a MasterCard between March 17 and May 31, passengers will be entered into a sweepstakes to win a \$15,000 Amtrak Vacations/MasterCard gift card package. In addition, a \$0.50 contribution will be made by MasterCard to the National Park Service for each purchase, up to \$500,000. This offer will be promoted via television, print, online, direct mail, e-mail, as well as through MasterCard and the National Park Service.

At press time, some elements of the campaign were still under development, including plans for employee involvement. Look for updates in future issues of *Amtrak This Week* and *Amtrak Ink*.

Front Line Focus

Dear Amtrak:

The purpose of this letter is to commend James William Dennis O'Connor Forrer, [ticket clerk] at the Hanford, Calif., station. Over the last five years, he has booked, corrected bookings, assisted boarding and, in general, personally overseen the transportation needs of my family ... especially my two sisters ... who are 75 and 72, respectively ... [and] my brother [who is] 68 and a dialysis patient, all of whom often travel between Hanford and Lancaster, Calif.

His wit and general disposition are legend among passengers who travel the route. But, we appreciate him most for his professionalism and support that he provides to each and every passenger no matter their age, color or creed.

He surely is an asset to your company and the primary reason my family travels Amtrak.

Sincerely,
San Joaquins Passenger

Dear Amtrak:

I recently traveled from Orlando to Washington, D.C. ... [and] I have always been pleased with the accommodations and service provided by Amtrak and hope that rail service remains an option for travel in our country.

However, on a recent trip home from Orlando on Train 92, I was overwhelmed by the extraordinary service, concern and commitment to quality of Mr. Pavel Dobos, Sleeping car attendant. He is a kind, generous man who impressed me with his real concern for my comfort and enjoyment during my travel. With the apparent decline in customer service in the retail and service industries, Mr. Dobos is an exception to that trend.

Sincerely,
Silver Star Passenger

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries February 2008

ADAMS-MAINER, ELIZABETH
ADDISON, DIANE
BALL-HICKS, LORI
BELCHER, CLAYTON
BENTON, KELVIN
BIGHUM-ROBINSON, REBECCA
BOUTELLE, JAMES
BULNES, BRIAN
CONRAN, TINA
CORNELL, STEVEN
COXSEY, JAMES
DAVIES, WILLIAM
DEFRANCESCO, KEITH
EMERT, DANIEL
FOX, MAUREEN
GALBREATH, MADLYN
GOULDING, STEPHAN
HAIG, TERRI
HANSON, STEVEN
HEBEL, MICHAEL
JENSEN, CRAIG
JOHNSON, GWENDOLYN
KENNEDY, MICHAEL
KING, PATRICIA
KOHLMAYER, DANIEL
KUPERUS, DANIEL
LAMADRID, FRANK
LLOYD, L.
LOCKETT, ALICE
MARTIN, INA
MILLER, JERRY

MORALES, JESUS
MURPHY, JENNIFER
NELSON, EDITH
PEREYRA, CLYDE
PUDZIMIS, RAYMOND
REEVES, SHARON
SAINER, JAMES
SANDERSON, DEBORAH
SAUNDERS, TERENCE
SHILLINGFORD, CHARLES
SMITH, LAWRENCE
SUMMERS, ROY
SUROWIAK, ZDZISLAW
TAYLOR, GRACE
THOMPSON, JAMES
VILLENAS, MARK
WOODARD, MICHELLE

25-Year Anniversaries February 2008

CLEMENT, TERRY
DISTEFANO, J
FEDORA, JONATHAN
GILLERY, PATRICIA
HUTMAN, KEVIN
JONES, GEORGE
KRIEGER, LARRY
LIGHT, LAWRENCE
MADDOX, REDORA
O'NEAL, JERALD
PAYNE, JEFFREY
SCURRY, VANESSA
SHEAHAN, VERONICA

30-Year Anniversaries February 2008

BREEDEN, CLARENCE
GILMORE, LUCILLE
GLASSING, JANE
GUZ, REGINA
HALL, DONALD
HARTNETT, DANIEL
HUCK, LLOYD
JENKINS, BARBARA
JENKINS, LONNIE
KALMEN, PAUL
MUNGIN, GERALD
NORRIS, HAZEL
SCARINGE, MICHAEL
SCHECTER, DAVID
SULLIVAN, FRANCES
VAN BERGEN JR, CARL
WEATHERS, GREGORY
YOUNG, DAVID

35-Year Anniversaries February 2008

BUNETTA, KENNETH
COOK, ROBERT
FEHRMAN, DARLENE
FOLSOM-SLIMBOCK, LENORE
GAFFNEY, DAVID
HORNE, TOMMY
JOHNSON, REBECCA
KELLY, MARTHA
MANCIA, JULIO
NELSON, MAGDA

PUPA, TERRY
STELLER, RICHARD
STEPHENS, DANNY
VARN, W. DOUGLAS
WILLIAMS, CHARLES
WOOD, MARJORIE
YOUNG, JAMES

Retirees January 2008

AKERMAN, WILLIAM
AMARU, CHARLES
AVILA, JOSEFINA
BEATY, DONNIE
BEYFUSS, PAUL
BROWN, WALTER
BRUMBAUGH, DANIEL
CARPENTER, BETTE
CARROLL, KATHRYN
COFFEY, JAMES
CONE, JOHN
CONYERS, HARRY
CUOZZO, MICHAEL
DAMIANO, LINDA
DIAMONTE, JOHN
FILIPPIS, JOHN
FREY, BRADEN
FURLOW, MICHAEL
GIRARDI, ANDREW
GORDON, RONALD
HUXLEY, THOMAS
JAMES, ANNETTE
JAMES, EDWARD
KING, DENISE
KLEIN, LARRY
KUBIAK, DAVID
LANPHER, DONALD
LEBOEUF, JOHN

LEVINE, RONALD
LOTITO, LUCAS
MEADOWS, ROGER
MILEWSKI, JOYCE
MONTGOMERY, LARRY
MURPHY, THOMAS
NOTORFRANCESCO, MICHAEL
PATTERSON, ROBERT
PEREZ, JOSIE
PETERSON, WILLIAM
PHELPS, JOHNNIE
PYLE, PAUL
RAINES, NAOMI
RENNEGARBE, TIMOTHY
RYDZEWSKI, MARYLEE
SERIO, SUSAN
SHERLOCK, GREGORY
SILVERMAN, IRA
SMITH, MELVIN
SOBOTA, FRANK
STAATS, PETER
STANISHIA, CORRINE
STAUGHTON, HARRY
STURGILL, PHILLIP
SUNYOGER, ROBERT
SUTTON, LESLIE
VALLERY-LEYX, CARITA
VANNESS, ROBERT
WEEKS, JOHN
WILLIAMS, RICKIE
WOLVERTON, KEITH
WONG, NGOOK
ZUROSKI, LUCILLE

This Month in Railroad History

March

March 19, 1949

California Zephyr makes its first run from Chicago to Oakland, Calif., operated jointly by the Chicago, Burlington and Quincy; the Denver and Rio Grande Western; and the Western Pacific.

March 6, 1972

With the closure of Central Station in Chicago, all Amtrak trains in Chicago begin serving Union Station.

March 13, 1974

Inter-American (later renamed *Texas Eagle*) makes its first run from St. Louis to Texas.

March 1, 1976

The USARail pass is born.

March 10, 1982

Amtrak becomes “electric” as *Silver Star’s* steam-heated equipment is replaced by equipment that uses head-end power to provide electricity and heating, ventilation and air conditioning.



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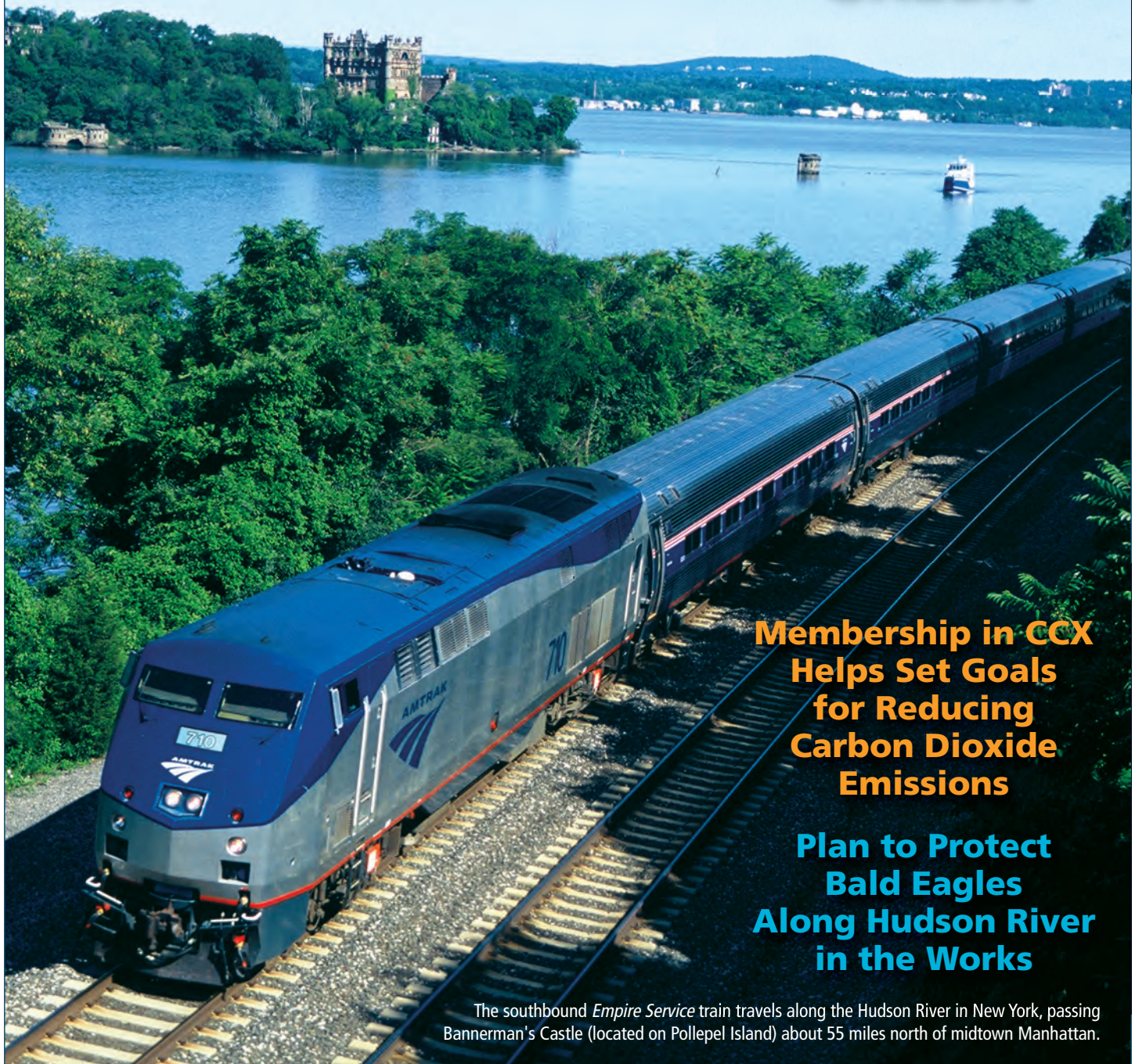


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A Monthly Publication for and by Amtrak Employees

Volume 13 • Issue 4 • April 2008

Amtrak Goes "GREEN"



**Membership in CCX
Helps Set Goals
for Reducing
Carbon Dioxide
Emissions**

**Plan to Protect
Bald Eagles
Along Hudson River
in the Works**

The southbound *Empire Service* train travels along the Hudson River in New York, passing Bannerman's Castle (located on Pollepel Island) about 55 miles north of midtown Manhattan.

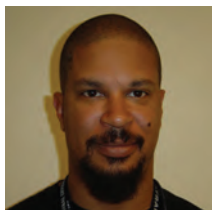
AMTRAK® i n k

Vol. 13, Issue 4, April 2008

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FRONT LINE FOCUS

If you could fix one single environmental problem, what would it be?



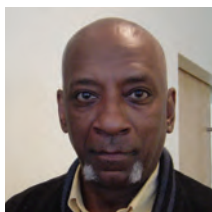
Stanley Gamble, conductor
Denver, Colo.

“I would cut down our dependence on fossil fuel. This would help clean the air and possibly improve our affairs in other parts of the world.”



Tony Raimondi, ticket agent
St. Paul, Minn.

“A balanced, more efficient transportation system where all modes of transportation support one another would have a positive effect on the environment.”



Alfonzo Walls, station laborer
Chicago, Ill.

“I would eliminate pollution because of its detrimental affect on health, causing allergies and other illnesses. My aunt cannot come downtown because pollutants in the air aggravate her health condition.”

CORRECTION:

Last month’s issue of *Ink* incorrectly stated that a Request for Proposals for the Food and Beverage warehouse management contract was issued in February. The RFP will be issued later this spring. This is part of a larger initiative, which includes the introduction of new point-of-sale devices in Q4 FY09 on select trains with full implementation expected by FY 10.

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FPO FSC Logo (Horizontal)

train of thought

As one of the modes of transportation with the lowest impact on the environment, Amtrak is committed to being a responsible steward of the world around us. We are doing a range of things — and have been for a while now — to conserve energy, fuel and other resources, some of which you'll read about in this "green" issue.

As people grow more concerned about the effects of carbon dioxide emissions, many are instituting changes in their lives to lessen their contribution to what is known as a "carbon footprint." While carbon footprint and other terms may sound like trendy phrases, there is a great deal of good that comes from environmental awareness and action.

While most people may not be riding Amtrak solely because we are more environmentally friendly than air or car travel, we are hearing passengers tell us it's a contributing factor, and that's good news for us.

One of the messages you're likely hear as we gear up for our first-ever National Train Day on May 10 is about the environment; getting the word out is half the battle.

While we have a number of initiatives underway, there's always more to be done. For instance, we should be doing more recycling on board our trains, so we're currently determining the best way to put in place a comprehensive on-board bottle and can recycling program.

In some cases, employees have taken the initiative to do their part and I applaud it. I encourage each of you to think about ways you can help Amtrak be a stronger advocate for the environment.



Alex Kummant



A Salute to Soldiers

Joined by fellow soldiers, Spc. Eric Peterson (center and donning a conductor's cap), a Kansas City, Mo., conductor on active military duty in Iraq, holds up an Amtrak flag. As a result of a conversation between Peterson and co-workers, President and CEO Alex Kummant sent him and other employees on military leave a letter and the flag to show Amtrak's support for the troops. "You are in our hearts and minds and we are all looking forward to your return to work," read the letter from Kummant.

Amtrak Goes "GREEN"

Welcome to our "green" issue. In these pages, we'll examine Amtrak's environmental initiatives and the company's role as one of the modes of transportation with the lowest environmental impact.

"Green" initiatives run the spectrum. From promoting environmental awareness with customers on the whistlestop.amtrak.com site, to serving as a charter member of the Chicago Climate Exchange, to implementing energy efficiency tactics, Amtrak is focused on improving and expanding its environmental profile.

"Leadership, stewardship and compliance are the guiding principles of Amtrak's environmental program," said Vice President, Environmental Health and Safety Roy Deitchman. Aimed at strengthening and improving environmental management policies, procedures and performance, the company's Environmental Management System involves 34 full-time employees who work collaboratively with field personnel on environmental initiatives and regulatory compliance.

"Our field environmental specialists support the operating departments by conducting audits and providing training to first-line super-

Anyone can make a pledge to replace incandescent light bulbs at www.energystar.gov.

Click on the Change a Light button at the bottom of the Web page.

You can choose to indicate that you were referred by Amtrak when making the pledge.

visors and agreement-covered employees on environmental matters such as wastewater treatment, spill prevention and control, hazardous materials storage and disposal, and pollution prevention," said Environmental Superintendent Craig Caldwell.

But the extent of Amtrak's environmental efforts reach far beyond compliance — a range of company-wide and local initiatives, such as energy

and fuel conservation, use of alternative non-hazardous materials, purchase of recycled products, and recycling programs are in place across the system.

In 2007, recycling and waste disposal programs across the country yielded more than 183,000 pounds of paper, nearly 70,000 gallons of used oil, 2,800 gross tons of steel parts, and 85,000 pounds of cable or wire. In the offices, many locations participate in the company's recycling program for Ink Jet laser cartridges, which is conducted through local recycling coordinators and a partnership with Amtrak's vendor, Corporate Express.

By participating in the Environmental Protection Agency's "Change a Light, Change the Future" campaign, a number of locations switched to more efficient light bulbs, including New York's Penn Station where over 3,000 bulbs were installed, saving Amtrak over \$300,000 annually in energy costs and reducing over 3 million pounds of carbon dioxide.

The program is designed to increase consumers' use of energy-efficient compact fluorescent light bulbs, rather than incandescent bulbs. Compact fluorescent bulbs are 10 times more energy efficient and last six times longer than incandescent bulbs.

While there are limited on-board recycling programs on trains in the West, including the *Capitol Corridor*, *San Joaquins*, *Pacific Surfliner*, *Southwest Chief*, *Sunset Limited* and Amtrak *Cascades* trains, no formal or comprehensive recycling programs have been put in place on the heavily traveled Northeast Corridor and other major routes.

That's why President and CEO Alex Kummant appointed a Recycling Team to accelerate the company's on-board recycling efforts. Comprised of representatives from a range of departments, the team's mission is to implement a pilot recycling program for bottles, cans and newspapers aboard *Acela Express* and *Auto Train* this fiscal year.

According to Tom Hall, senior director, Operations, there's a lot to recycle. "We sell or provide approximately 12 million beverages packaged in cans or bottles on trains every year," said Hall. "Plus, the newspapers and travel magazines we provide or passengers leave behind make up a large portion of the trash removed from most trains."

Instituting a formal on-board recycling program poses challenges that are unique to the passenger railroad. One of the challenges is establishing an efficient system within the confines of the way Amtrak services and turns trains on a daily basis. In addition, equipping trains with the proper receptacles is a bit tricky, due to fire code and safety restrictions. For example, the receptacles are required to be made of metal, which limits the size and color selection available, and their secure placement on board the trains needs to be carefully considered so they do not interfere with passenger movement or seating or present a safety hazard. Members of the Mechanical and Transportation departments are currently working closely with Recycling Team members to design a recycling setup to fit the spaces and current interior schemes of the *Acela Express* and the *Auto Train* coaches.

"The benefit of the two routes is that they both utilize dedicated trainsets and the trains are serviced at five specific endpoints where recycling activities can be managed and measured," said Joanne Maxwell, director, Environmental Management Programs.



Reducing Consumption – One Gallon at a Time

Amtrak is projected to use more than 64 million gallons of diesel fuel by the end of this fiscal year. However, fuel consumption has dropped considerably — from nearly 71 million gallons in FY '04 — thanks to the activities performed by locomotive engineers and road foremen across the country in conjunction with equipment improvements and technological advancements instituted by the Mechanical department.

In recent years, a number of practices have been put in place to reduce fuel and energy consumption. For example, employees are using ground power instead of head-end power when trains layover for more than an hour at stations, yards or other facilities, saving approximately 33 gallons of fuel per hour. This not only cuts fuel usage, but it also reduces diesel exhaust emissions.

In other fuel-saving measures, procedures have been established for trains operating with multiple locomotives that outline how many locomotives need to be powered up, or on-line, and how many need to be off-line, thereby minimizing fuel use. Based on established fuel usage data, a powered-down GE P-42 DC locomotive can save up to 50 gallons of fuel per hour.

Updated guidelines on braking

have also been developed. Dynamic braking involves the electric traction motors, which act as generators offering resistance to the rotating wheel axle, thereby slowing down the locomotive. This braking method is more fuel efficient than braking with power applied. Although the application of dynamic braking is up to the discretion of the engineer and is based on the train consist, physical characteristics of the route and other factors, new guidelines for this have been established for certain conditions. For example, a train with one F-59 locomotive and eight cars can save up to 47 gallons of fuel per hour when using dynamic braking.

In addition, all GE P-42 and P-32 BWH locomotives are being equipped with an Automatic Engine Start/Stop (AESS) system, which helps conserve fuel and reduce emissions and noise. When a locomotive is in stand-by or idle condition, AESS automatically shuts down an idle diesel engine, while keeping the locomotive in a perfect operating state — ready to start on demand. AESS monitors ambient temperature, battery voltage, brake system air pressures and other parameters to safely stop and restart an idle locomotive. In addition, technology improvements such as advanced electronic fuel injection, air-to-air



Photo: Mike Milburn
Pipefitter Dale Funk fuels a locomotive at Beech Grove Maintenance Facility.

intercooler, and split cooling radiator systems in new and rebuilt diesel locomotives for yard and work train service also cut fuel usage.

Among other conservation efforts, *Acela Express* power cars, as well as HHP-8 locomotives, are equipped with an automatic regenerative braking system. This design sends approximately 8 percent of the energy used by the vehicle when the brakes are applied back into Amtrak's overhead electrification system for use by other trains.

"Although a number of practices are in place, we are continuing to look at other measures that will help us save even more," stated System

continued on page 14

Amtrak Goes "GREEN"

continued from page 4

On the West Coast, Field Environmental Coordinator Tami Calderon manages an award-winning "Rideshare" program for Amtrak employees, which has been recognized by San Bernardino Associated Governments and other agencies. The Los Angeles Employee Commute Reduction Program, known as "The Rideshare Program," is designed to reduce vehicle miles traveled by promoting the use of mass transit or carpooling to work, including a shuttle van that transports employees from Union Station to the Mechanical facility and yard according to a schedule that is built around shift start and end times.

In the Oakland area, Amtrak was recognized by StopWaste.org with a 2007 StopWaste Business Efficiency Award for its recycling programs aboard *San Joaquins* and *Capitol Corridor* trains and at the Oakland Maintenance Facility.

StopWaste.Org, which is the Alameda County Waste Management Authority and the Alameda County Source Reduction and Recycling Board operating as one public agency, makes annual awards to area businesses that continuously improve their environmental performance. ■

Employees Make “Green” a Local Matter

A *mtrak Ink* recently asked employees to share practices they have put in place to reduce the company’s environmental impact. Based on the response, employees all over the country are taking the initiative to reduce waste, increase recycling, conserve energy and make more efficient use of office supplies. Many ideas were also contributed on how the company could be more environmentally friendly.

In the Southwest Division, stations are employing reusable micro-fiber cloths for cleaning everything from mirrors and windows to counters and furniture. This practice drastically reduces paper waste and minimizes the use of cleaners and chemicals. The cloths can be washed using just soap and water and used over and over again.

“I have supplied my stations with the original ‘Mysticmaid’ micro-fiber cleaning cloth,” said District Manager Debbie Dews Wood. “When we moved the Albuquerque ticket office into the new station in January, we wiped every item in the office before it was moved. We had two of the cloths in use. We completed the entire move using only the two damp cloths. Besides saving paper towels and cleaning chemicals, the cloth cleans in a tenth of the normal time.”

The station in Tacoma, Wash., is taking advantage of the city’s expansive residential recycling program. Ticket Clerk Brad Brailsford was concerned about the amount of office paper, newspapers, aluminum cans and plastic products going in the trash, so he contacted the city’s Planning Commission. The city agreed to conduct curbside recycling pickup at the station on a bi-monthly basis.

“The city supplied us with a 50-gallon bin that allows all material to be deposited and mixed together — paper, cans, plastic ... We also save spent batteries and glass products in a separate bin for pickup by the city,” said Brailsford. “I would encourage all Amtrak locations to establish similar arrangements, if possible, with their respective city or county officials.”

Reno, Nev.-based Conductor Tim Elam is currently in the process of implementing a similar program at the stop in Winnemucca, Nev. Each day, Trains 5 and 6 unload paper and plastic waste into a dumpster there. Elam is working to have recycling bins installed along with the dumpster, so on-board service crews can recycle appropriate materials.

Many respondents provided other ideas for consideration on how to make a “greener” company, such as switching to air hand dryers in bathrooms, more recycling aboard trains, reducing diesel exhaust from locomotives, more careful use of supplies and switching back to reusable dishes on dining cars.

“It’s great to see employees are engaged in being good stewards of the environment and implementing changes,” said Roy Deitchman, vice president, Environmental Health and Safety. “A lot of excellent ideas were submitted, many of which we’re already trying to address.”

According to company officials, the company is striving to reduce exhaust from diesel locomotives by installing automatic start/stop equipment. Unlike automobiles, locomotives do not have anti-freeze, so they must be left idling in cold temperatures to prevent engines from freezing. Nearly half of the 400 diesel locomotives in the fleet already have an automatic start/stop function — which eliminates the need for idling — and installations are continuing. In addition to reducing exhaust, automatic start/stop decreases fuel consumption compared to constant idling. This is among the strategies for reducing fuel consumption and emissions (see story on pg 5).

Philippe Brunelle, a carman in Seattle, wants to see a special car that would allow passengers to easily transport small two-wheel vehicles. This car would be at platform level and contain bike racks, making it easy to roll bicycles, scooters and mopeds onto the car and lock them up in normal fashion. The idea is to help promote personal travel modes that generate a lower amount of harmful emissions than automobiles.

The company has also looked into air hand dryers in restrooms and reusable china in dining cars. But these methods aren’t always better for the environment. “You have to look at the big picture,” said Vic Zare, superintendent, Public Health. “These types of things definitely produce less waste, but they also use a lot of energy. So the net benefit to the environment isn’t as great as it seems. And then you also have to factor in the increased energy and maintenance costs.”

“The fact that employees are thinking about these things and implementing changes is very encouraging,” added Deitchman. “To become as green a company as possible, it will take the effort of people from every corner of the company. Rail is already one of the most efficient modes of intercity travel and these additional efforts will help make Amtrak a model in the passenger rail industry.” ■



Photo: Randy Salisbury

District Manager Debbie Dews Wood reduces paper waste at her stations along the Southwest Chief and Sunset Limited by encouraging the use of reusable micro-fiber cloths instead of paper towels for cleaning everything from windows to counters.

Membership in CCX Helps Set Goals for Reducing Carbon Dioxide Emissions

When Amtrak became a charter member of the Chicago Climate Exchange (CCX) in 2003, the company was among a dozen other organizations that had also chosen to participate in a new approach to reducing their carbon dioxide emissions.

CCX provides a voluntary market-based exchange for trading carbon dioxide and the five other greenhouse gases for a range of businesses and organizations. Essentially, what this means is that a company commits to reducing its harmful emissions, for which it gets a credit. If it exceeds its reduction commitment, the excess credits can be traded to other businesses for a price based on the rate on the open exchange. It's a creative approach to encouraging organizations to reduce their carbon footprint in a dynamic setting with financial incentives.

When it joined CCX, Amtrak committed to trimming down diesel emissions by 6 percent by 2010 — the largest percentage reduction committed to in the United States on a voluntary basis, and the first commitment made by a transportation company.

“The Chicago Climate Exchange is a relatively new and innovative approach to cutting carbon dioxide emissions,”

said Vice President, Environmental Health and Safety Roy Deitchman. “We’re pleased to have joined the exchange so early in the game — it’s a growing organization and I think we’ll see more of these kinds of approaches to addressing environmental issues in the future.”

By decreasing diesel fuel consumption by more than 4 percent from the 1998 through 2001 baseline, the company achieved its goal of reducing carbon dioxide emissions by one percent per year from 2003 through 2006. Amtrak will continue to meet its commitment to reduce carbon dioxide emissions by one-half percent a year from 2007 to 2010.

Amtrak trades its carbon dioxide credits according to its 1998-2001 diesel fuel use baseline versus projected fuel use from 2003 to 2010. The revenue from the sale of the credits is then credited to the fuel account.

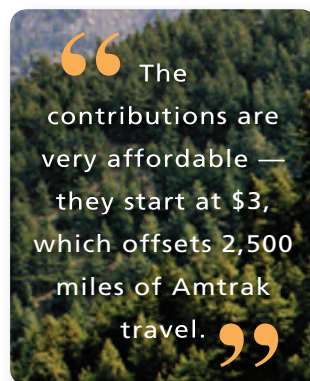
Amtrak also serves as a member of the CCX Environmental Compliance Committee, which has helped develop the rules for emissions trading. ■



Carbonfund.org Donations Help Minimize Carbon Footprint

Amtrak passengers can now offset the carbon footprint generated by their travel by making a contribution toward environmental projects that reduce carbon dioxide through Carbonfund.org.

Thanks to a partnership forged in December 2007 with Carbonfund.org, Amtrak offers passengers the opportunity to make a contribution based on the size of their carbon footprint — in this case the miles traveled. After booking a ticket



With activities focused on three areas — renewable energy, energy efficiency and reforestation —

on Amtrak.com, customers may click on the link to Carbonfund.org to purchase their tax-deductible offset type. The contribution funds an activity, such as tree planting, which offsets the impact of their trip on the environment.

Carbonfund.org educates the public about the dangers of climate change and makes it easy and affordable for individuals, businesses and organizations to reduce their climate impact.

“Through Carbonfund.org passengers can help make a relatively energy efficient mode of transportation an even more environmentally conscientious decision,” said Kathleen Gordon, senior director, E-Commerce. “And the contributions are very affordable — they start at \$3, which offsets 2,500 miles of Amtrak travel.”

Through mid-March, passengers have offset the emissions from more

Track Work Heats Up as Spring Rolls In

As temperatures begin to climb, the Engineering department gears up for its peak work season along the Northeast Corridor. This spring, crews throughout the region will start pressing hard to finish their scheduled production projects that include replacing nearly 150,000 railroad ties, shoulder cleaning over 300 miles of track, completely renewing several key interlockings and track sections — all in addition to regular Engineering production and maintenance work — not to mention the unprecedented replacement of the Thames River Bridge span (see page 9) and the \$72 million catenary modification project on the Hell Gate Line.

The following are highlights of a few projects going on this spring. Hundreds of Engineering department employees will be working nearly around-the-clock to finish these notable endeavors:

Shell-at-Grade Project

The Shell-at-Grade Project is a \$100 million joint venture between Amtrak and Metro-North Railroad for the upgrade and reconfiguration



This shoulder cleaner removes ballast along tracks, then sifts it to remove sand, dirt and other materials before dumping it back in place. Starting this spring, over 300 miles of track are undergoing shoulder cleaning to improve drainage and maintain track performance.

of the Shell Interlocking in New Rochelle, N.Y., as well as the construction of a new interlocking on the Hell Gate Line called Manor. The completion of the project will allow trains to diverge onto the Hell Gate Line at 45 mph on two tracks, rather than the current speed of 15 mph.

The project is being completed by Signal Shop, Production and Division crews along with Metro-North and contract workers. It will add capacity to the heavily used line by minimizing congestion, resulting in increased reliability and improved on-time performance. As a result, trips between New York and Boston will be shortened by more than two minutes.

“Right now we have a lot of conflicts because of all the intercity passenger rail and commuter traffic through New Rochelle,” said Art Misiaszek, Northeast deputy division engineer. “A more efficient interlocking will allow trains to get out of each other’s way and really make getting through there much faster and easier.”

Concrete Tie Replacement

Beginning this month, the 120 Production employees who make up the Track Laying System team will begin replacing approximately 85,000 concrete ties on the Northeast Division, a project expected to be complete by the end of



The Track Laying Machine, which installs ties and welded rail, works on the NEC near Wilmington, Del. The TLM is helping replace almost 150,000 ties this year.

November. The Track Laying System is comprised of four teams working together at the job site, plus another team at the staging area in the maintenance facility in Bear, Del.

The replacement is necessary because of premature deterioration of select ties that were laid in the 1990s. The deteriorating ties pose no immediate danger, but every single one will be replaced as a precautionary measure. The crew’s goal is to put in an average of 1,000 new ties per day.

“Our employees will be working very hard 40-plus hours per week to accomplish the work,” said Tom Denio, superintendent, Engineering Production. “It’s been a while since we’ve taken out concrete ties so we had to re-fit our equipment to handle the job, but if any group of employees can get the job done it is this outstanding team of men and women.”

To accommodate this project, Amtrak and New Jersey Transit Operations have held many traffic planning meetings to prepare a solution to move the trains with minimal delay. Many Northeast Corridor schedules will be adjusted signifi-

cantly on May 12 and will change again in mid-July. In addition, some station stops may be adjusted.

Tunnel Track Renewal

Forty men and women will ramp up their work to replace the entire track structure inside all the tunnels in the Northeast Division over the next five years. First on the list is the 2.7-mile South Tube under the North River. At 20 years old, the track will be completely renewed including the ballast, ties and rail.

“We work closely with our Transportation department and other carriers to ensure that our track work has as little impact on the rail schedules as possible,” said Denio. “This spring, we’ll be working during 55-hour track outages that run from Friday night to Monday morning. The rest of the week is used as preparation time for the following week’s work.”

The South Tube project began in January and will be complete by December. Train schedules have already been adjusted to permit traffic flow. All other tunnels will be finished over the next five years.

Interlocking Replacement

The Switch Exchange System, made up of 28 employees, started last month renewing interlockings throughout the corridor. First up was Union Interlocking in Rahway, N.J.

A total of 32 switches will be replaced within six interlockings by the end of the 2008 calendar year. Like the crews working on the tunnel project, the Switch Exchange System crews will operate during 55-hour track outages on weekends.

“This is another exceptional team that works 32 weekends out of the year to provide Amtrak and its riders a smooth and safe ride through our interlockings,” added

Denio. Typically, one switch can be completed per weekend.

Springfield Line Tie Replacement

The Springfield Line, which runs between Springfield, Mass., and New Haven, Conn., is undergoing a tie replacement project that began in March. Traditional tie gangs and resurfacing units will work the entire line and replace the defective wood ties. According to Denio, roughly 60,000 ties will be replaced between April and November of this year, with another 40,000 replaced in the spring of 2009. ■

Editor's Note: At press time, neither schedule nor service changes are planned as a result of these projects, unless noted above.

Thames River Bridge Project Nears Completion



With construction on the Thames River Bridge span almost complete, a vertical lift span sits on a barge where it was assembled piece-by-piece to replace the 90 year-old bascule movable portion of the Amtrak-owned bridge, located in Groton, Conn. Rather than tilting to open, the vertical lift span elevates between two lift towers to allow marine traffic to pass.

The multi-year project, scheduled to be complete this summer, will improve the reliability of the bridge, which has been prone to operating failures resulting in train delays. For approximately four days in mid-June, Amtrak service between Boston, Mass. and New Haven, Conn., will be cancelled as the final stages of the project are completed. An outreach plan is underway to notify passengers, media, civic organizations and local, state and federal officials of this temporary service cancellation. Visit Amtrak.com or call 1-800-USA-RAIL for updated schedule information.

Plan to Protect Bald Eagles Along Hudson River in the Works

On June 20, 1782, the bald eagle was chosen as the official emblem of the United States because of its strength, longevity and grandeur. Unfortunately, the species' population declined in North America over the next two centuries as the human population grew. In 1976, the bald eagle was officially declared an endangered species throughout the U.S. and it remained on the Federal List of Endangered and Threatened Wildlife and Plants until last year. Bald eagles are still protected, however, under the Migratory Bird Treaty Act and the Bald and Golden Eagle Protection Act.

As these important birds continue to prosper in the wild, areas along the Hudson River in New York have become home to many bald eagles. These same areas are also adjacent to tracks used for *Empire Service* as well as other passenger rail and freight carriers. As the eagle population in the region has grown, company officials suspect that collisions with trains may be responsible for a number of eagle injuries and deaths.

Amtrak is trying to do its part to make sure this national symbol continues to increase in number and flourish in natural habitats of New York. In a joint effort with CSX, Metro-North, the New York State Department of Environmental Conservation (NYDEC) and the U.S. Fish and Wildlife Service (USFWS), Amtrak is developing a plan to mitigate train-related eagle collisions in the region.

"Our working theory is that accidents are caused when eagles are feeding on carrion along the track," said Emma Cattafi, senior environmental coordinator. "The carcasses of deer and other animals attract juvenile bald

eagles that aren't yet expert predators, and those eagles are sometimes injured or killed by passing trains."

The Engineering department has already established procedures to move carrion away from railroad tracks during its twice-weekly inspections of the 20 miles of track just south of the Rensselaer station. By moving the food

sources that attract bald eagles, incidents will hopefully be reduced. Additionally, the company has hosted state and federal officials on exploratory rail trips to help them identify eagle nesting areas and other habitat information.

According to Cattafi, the state of New York and the USFWS approached all three railroads operating along the Hudson River to see what could be done. The railroads jointly hired an environmental consulting firm to create a plan to minimize potential train collisions with eagles, which is in the research phase right now.

The company is helping review topography and working with federal biologists to track train incidents involving bald eagles and other raptors. Any birds that are recovered are turned over to NYDEC wildlife pathologists for further investigation. Carrion locations along train tracks are also being recorded. The objective is to figure out where and why eagle strikes are most likely to happen, and then take appropriate action to minimize risks.

"We're making practical efforts to help where we can,"

said Cattafi. "This project has really been embraced by Amtrak and the other railroads, and I'm confident we'll be able to make our areas of operation safer for these awesome birds." ■



Photo: Courtesy of U.S. Fish and Wildlife Service

Bald eagles in the Hudson River region of New York are benefiting from efforts by railroads to reduce train-related eagle collisions.

Partnerships with National Park Service and MasterCard Aimed at Promoting Green Thinking

As consumers become increasingly concerned with their impact on the environment, Amtrak has built upon an established partnership with the U.S. National Park Service (NPS) to generate interest in conserving natural resources.

Since 1994, Amtrak has partnered with NPS to offer the "Trails & Rails" program on select long-distance trains. Rangers and volunteers from NPS conduct formal and informal presentations about the natural, historical and cultural aspects of the region along each train's respec-



pective route. Trails & Rails is designed to facilitate dialogue that encourages passengers to explore America and its national park system.

Trails & Rails will be offered on 12 routes in 2008: *Adirondack, California Zephyr, City of New Orleans, Coast Starlight, Crescent, Empire Builder, Heartland Flyer, Lincoln Service, Maple Leaf, Southwest Chief, Sunset Limited* and *Texas Eagle*.

In support of the upcoming National Train Day on May 10, Amtrak will donate \$0.50 to the National Park Service for every MasterCard purchase made with Amtrak, up to a total donation of \$500,000. In addition, Amtrak and MasterCard are celebrating America's natural treasures with the

"Amtrak America the Beautiful Sweepstakes with MasterCard."

From March 17 through May 31, every time a customer uses a MasterCard card to purchase a train ticket, merchandise, or food and beverages, either on the train, in the station, or via phone or Internet, he or she will automatically be entered for a chance to win in the "Amtrak America the Beautiful Sweepstakes with MasterCard," which offers a grand prize of an Amtrak Vacations National Parks package.

"We're proud to bring attention to the National Parks this spring and contribute to the critical efforts of the National Park Service," said David Lim, chief, Marketing and Sales Promotions. "Preserving our environment has been the goal of

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Wheel of Fortune to Promote Amtrak Vacations and National Train Day

Amtrak is partnering with Wheel of Fortune, America's No. 1 syndicated television series, to promote Amtrak Vacations packages and the upcoming National Train Day celebration on May 10.

Amtrak Vacations packages have already been featured as prizes as part of Wheel of Fortune's "Ticket to Ride" week in March and "Going Green" week in early April. The third vacation giveaway is scheduled for the show's "Family Week" broadcast airing on May 5, and includes an 11-day, 10-night Northern Border and Pacific Northwest tour for a family of four. Each promotion includes a 20-second audio/visual call-out featuring footage of the prize package and train, as well as Amtrak Vacations brand presence displayed as a "wedge" on the actual wheel.

"The partnership with Wheel of Fortune is a great opportunity to promote Amtrak and the Amtrak Vacations brand on national TV to 18 million U.S. viewers each evening," said Debbie Moller, Amtrak Vacations manager.

Also, during the week-long "Family Week" broadcasts, Amtrak will receive 10-second tags and 30-second

vignettes recorded by show hosts Pat Sajak and Vanna White. The vignettes will promote National Train Day and feature footage of the *Hiawatha Service*, which operates between Chicago and Milwaukee, with a railcar wrapped in Wheel of Fortune and National Train Day graphics.

Ridership on the *Hiawatha Service*, which is sponsored by the Wisconsin and Illinois transportation departments, reached nearly 600,000 last year. With 14 Monday through Saturday roundtrips and a dozen roundtrips on Sundays, it is one of the busiest corridors in the system. An estimated 8.1 million people will see the wrapped railcar between now and May 10. ■



A Hiawatha Service car, wrapped in Wheel of Fortune graphics, is part of a major promotional campaign to promote the upcoming National Train Day events on May 10.

Road Operations Team Has a Grip on Safety

The Southwest Division's safety theme for the month of April — “Get a Grip on Safety” — is certainly fitting for the 374 Road Operations employees who have reached an outstanding safety milestone. Since March 4, 2007, through press time, they have worked without a single slip, trip, fall, lifting, bump, bruise or pinch-point injury. Within the Road Operations department, this group is represented by 36 Mechanical employees and 338 Train and Engine employees.

Based out of nine crew bases across the Southwest, the T and E crews operate in the Los Angeles Terminal and along the *Coast Starlight*, *Sunset Limited*, *Southwest Chief*, *Texas Eagle*, *Heartland Flyer* and *Pacific Surfliner* routes. Because of the nature of their work, there is a great potential for slips, trips and falls, which is among the most frequent causes of injuries.

“They continuously get on and off the train, carry luggage up and down stairs and troubleshoot equip-

ment problems, often under poor lighting conditions, along uneven grounds and in inclement weather,” stated Superintendent, Road Operations Mike Chandler. “This remarkable record represents a significant achievement, particularly for an operating group, and I commend them for their dedication to safety.”

When *Pacific Surfliner* Conductor Marisol Munoz was asked what she thinks contributed to their outstanding safety record, one of the first names that came to her mind was Safety Officer Peter Hall. “I will never forget the one-on-one training I received when Peter came to Los Angeles. He rode the train with each of us and demonstrated, among other techniques, the proper way to hold the handrail when climbing on and off the train. This tip, among many others, was invaluable and I pass it along when training new hire conductors.” What Munoz describes is one of the Move Smart techniques recently incorporated into the annual Block Training program.

Munoz also explained that the support management provides has also helped employees reach this safety mark. “They listen to our safety concerns, identify solutions and provide useful information to help us prevent injuries. For example, they remind us to always maintain three points of contact (referring to hands and feet) when performing tasks that could result in a slip, trip or fall.”

Among other initiatives, the division has established safety committees at each of the crew bases that work closely with employees and management to identify and correct safety hazards. To accomplish this, they hold monthly meetings with employees, conduct walk-about, and

“Our employees have proven that safety is more than just words, it's a habit, a way of life.”

work with other departments to address safety concerns.

“Through the collaborative efforts of the safety committee and our Mechanical department, we got the door seals repaired on the *Pacific Surfliner* cab cars, preventing water and debris from entering the car. They have also worked with Engineering and Union Pacific to repair a platform at the Maricopa station, which posed a hazard to employees and passengers,” said Munoz.

While few in numbers, the Mechanical employees within the Road Operations department have also made an outstanding contribution to the department's safety record. In San Antonio, where mechanics service and inspect the *Sunset Limited* and *Texas Eagle*, employees have not had an FRA-reportable injury for 17 years. The team in Fort Worth that cleans and inspects the trains and replaces defective wheel and traction motors has been injury free for over nine years. Employees at the San Diego Mechanical shop who service the *Pacific Surfliners* have gone for over a year without a reportable injury.

“When servicing equipment, a number of things can go wrong if you don't make safety a priority. Our employees have proven that safety is more than just words, it's a habit, a way of life,” said Tim Cooper, assistant superintendent, Road Operations. ■



At the Los Angeles Union Station, Conductor James King assists a passenger boarding Pacific Surfliner Train 572 destined for San Diego.

Promotions in Motion

Amtrak Offering Ride to Coachella Festival Campers

As part of the festivities leading up to the National Train Day events on May 10, Amtrak is partnering with the Coachella Valley Music and Arts Festival to provide train rides for a limited number of festival campers to and from this year's event, which will be held April 25 through April 27 at Empire Polo Field in Indio, Calif. Every year, music fans from around the world gather to experience Coachella's adventurous mix of iconic headliners and wide-ranging performers.

The train ride, dubbed the Coachella Express, will transport 500 festival campers from Los Angeles Union Station on April 24, arriving later that day at a temporary train platform in Indio. Campers will then be transported via shuttle bus to Coachella's camping check-in area at Empire Polo Field. The Amtrak train will return to Los Angeles on April 28.

Coachella Express will be available at no additional cost to festival-goers with a camping ticket. Reservations for the train are available via Coachella.com on a first-come, first-served basis.

2008-2009 Amtrak Vacations Brochures Feature New Rail Journeys

The Amtrak Vacations brochure is now available featuring more than 40 destination packages, with sample prices in effect through March 2009. In addition to the vacation packages, the 40-page brochure contains information on Amtrak accommodations, everyday and membership discounts and travel information. The Amtrak Vacations program offers travelers more than 350 hotels, resorts and lodges as well as more than 600 tours and attractions — from major theme parks to dinner cruises.

New additions/highlights of the 2008-2009 brochure include a screen print of the Amtrakvacations.com

home page to direct consumers to the Web for details on train routes, detailed descriptions of attractions, virtual tours of hotels and more. Multi-city packages, which were introduced in 2007, have been expanded to include:

- *Eastern Seaboard and French Connection by Rail*
- *Southern Heritage by Rail*
- *Jazz, Blues and Rock n' Roll by Rail*
- *Peaks to Pacific by Rail*
- *California Dreamin' by Rail*

An additional eight destination packages are featured on Amtrakvacations.com.

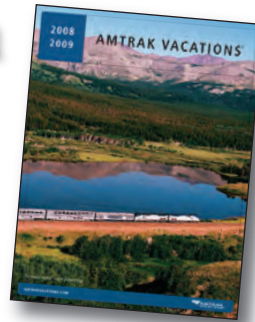
The brochure has been distributed to Amtrak stations, reservation offices, travel agents and consumers. Additional brochures may be ordered directly through Western Folder, at Amtrak.com, Amtrakvacations.com, and by calling 1-800-USA-RAIL and 1-800-AMTRAKCOM.



Amtrak to Sponsor Arena Football Team

For the 2008 Arena Football League season, Amtrak is serving as a proud sponsor of the Austin Wranglers in Austin, Texas. In exchange for the sponsorship, the company will receive program and radio ads, gain exposure via the Amtrak logo and Web site link on the Austin Wranglers Web site, and product displays and brochure distribution.

The promotion also includes a ticket contest for a free trip on the *Texas Eagle*.



Amtrak and Radio Disney Team Up

As a means of reaching out to kids and their families, Amtrak has partnered with Radio Disney. Through May, Amtrak will take part in Radio Disney shows hosted at train stations or at Radio Disney events. The radio remotes will be promoted via radio commercials and promotional mentions, and highlight regional destinations ideal for family vacations.

The events will be held in the following markets: Charlotte, Greensboro, Jacksonville, Orlando, Tampa, Chicago, Dallas, Detroit, Kansas City, Little Rock, Milwaukee, Minneapolis, San Antonio, St. Louis and Memphis.

Radio Disney is heard by 6.6 million people nationwide.

Amtrak and Ghirardelli Launch New Train Travel Sweepstakes

Amtrak is partnering with Ghirardelli Chocolate Co. for a new sweepstakes program running from now until June 1. Ghirardelli will promote the chance to win a free train trip in its retail stores across the country and online at shop.ghirardelli.com. In addition, during the week before Easter, Ghirardelli sent "Chocomail" to 60,000 names from its customer database to encourage their participation in the sweepstakes.

Amtrak will provide five roundtrips for two on any of the following long-distance trains: *Capitol Limited*, *Cardinal*, *City of New Orleans*, *Lake Shore Limited*, *Silver Meteor*, *Silver Star*, *Southwest Chief*, *Sunset Limited*, *Texas Eagle*, *California Zephyr*, *Coast Starlight* and *Empire Builder*.

Winners may select the train they'd like to travel on. Travel must be between Sept. 2, 2008, and May 21, 2009, observing the relevant black-out dates. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversaries March 2008

ADREON, TIMOTHY
AKERS, JERRE
ALACBAY, FELICIANO
ALLEN, CORA
ANDERSON, BRUCE
ANDERSON, LORI
ARGYLE, CHARLES
ARMSTRONG, MARK
BALKO, GARY
BELL, JOSEPH
BENSEN, RAYMOND
BLOUNT, ALICE
BOATWRIGHT, LOIS
BODNAR, JOSEPH
BUCHUNAS,
GREGORY
CESKA, TERENCE
CLAYTON-LOFTON,
DIANNE
COLON, FRANCISCO
COTA, RICK
CRANDALL, CHARLES
DENNIS, MYRNA
DONEY, ROBERT
EICHELBERGER,
KEVIN
ELLIOTT, JERRY
FLETCHER, GREGORY
FUCHS, DALE
GEORGE, SAMUEL
GOCHA, RICHARD
GONZALES, SIMON
GUERRA, JESUS
HAFERTEPE, STEVE
HANSEN, DEAN
HARRIS, CAREY
HEMPHILL, CYNTHIA
HENDRICKSON,
CONNIE
HOWARD, MICKEY
HUTCHINGS, BESSIE

JACKSON, KEN
JONES, JOYCE
LANDERS, CASTRO
LANDRETH, JAMES
LEE, LAURETTE
LINKER, PAUL
LIPFORD, HOMER
LITTLE, JOHN
LOCKHART, THOMAS
MOHAN, ERIC
PATTERSON, MARCY
PERKINS, RICKIE
PHILLIPS, LUTHER
POTEAT, DINAH
RHYMES-DRANE,
CARMALITA
RICHARDSON, DAVID
SCOTT, DANNY
SHELTON, FELICIA
SIMPSON, TWILVA
SINE, AMY
SMITH, NINA
STIER, ARTHUR
THOMPSON, ALBERT
TROIANO, SUSAN
TUCK, STEPHEN
VARNADO, SAMUEL
WALTERS, VERNIE
WICKER, SHIRLEY
WILSON, PAUL

25-Year Anniversary March 2008

AGNEW, DAVID
BAUBLITZ, MARK
BROWN, ROY
CRAWFORD, DALE
DELLEDONNE,
NICHOLAS
DIVEN, TIMOTHY
GRAZIANO, PHILIP
KING, GILBERT
MANNING, MARK

POWELL, HUBERT
RITTENHOUSE,
THOMAS
ROCK, BARRY
SCHAEFER, DEBORAH
TROUT, DANIEL

30-Year Anniversary March 2008

AVILA, ARMANDO
BLANCHARD, JOHN
CALLOW, WAYNE
CONNER, HENRY
GLICKIN, MARY
GULLO, THOMAS
HERZOG, RUDOLPH
JOHNSON, DEBRA
JOHNSON, JUANITA
KING, ALFONSO
KOTLAROVSKI, BEBE
LUSTIG, MICHAEL
LYSTER, LOYD
MALOUMIAN,
BOGHOS
MILBURN, MICHAEL
MILLER, STEVEN
ROGERS, FELIX
RUSH, DALE
SIMON, DENNIS
SMITH, MAUREEN
SMITH, SHEILA
STEINMETZ, RONNIE
TESTER, DARRELL
THOMPSON-FRAZIER,
SHERYL
TRENTADUE,
DOMINIC
WILLIAMS, RAY
WOJTAK, JOSEPH
YARKA, KATHRYN

35-Year Anniversary March 2008

ALLEN, LAWRENCE
BRAWNER, JAMES
BREEN, EILEEN
CARLSON, DONNA
DAVIS, JON
DEEM, DAVID
EVANS, MICHAEL
FINN, PATRICIA
HANNA, BARBARA
MALESTEIN, ARTHUR
MCBRIDE, MICHAEL
MEISTER, ELIZABETH
MONTANARI, DAVID
MUNSON, DEBORAH
PINDER, RUSSELL
PIROLLO, GEORGE
RICHARDS, RONALD
VILLAMOR,
LEONARD
WINELAND, ROBERT

Retirees February 2008

CALDWELL, AUSTIN
DALY, EDWARD
DONNELLY, PHILIP
DRAIN, BENNIE
GOODMAN, JOE
GRISHAM, KEVIN
GUZ, REGINA
HEITZ, PETER
HOLLOWAY, ROBERT
JENKINS, BARBARA
LABOR, SUSAN
MCMICKENS, LARRY
MOFFETT, DANIEL
NICHOLS, STEPHEN
PARKER, JOHNNY
PATRICK, LEROY
RIENZI, MICHAEL
ROBERSON, RICHARD
SLAPER, MICHAEL
WILLIAMS, BILLY

Reducing Consumption

continued from page 5

General Road Foreman Don Savidge. At press time, the Transportation department was in the process of developing additional train handling techniques and identifying technology to measure and anticipate actual fuel and energy usage and costs that will better support the company's conservation initiatives. More information will be available on this initiative in the upcoming months.

"As updated procedures and technology continue to drive down fuel and energy consumption," added Savidge, "our engineers' and road foremen's efforts should also be applauded. Their actions, judgment and operating abilities have made a significant contribution to company's objective to provide an environmentally friendly mode of transportation." ■

Partnerships Promote Green Thinking

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the National Park Service since its inception, and traveling by train is another way we can work toward a greener world.”

Said Mary A. Bomar, director of the National Park Service, “Railroads and national parks have rolled through history in tandem since the 1880s, when railroads began promoting travel to Yellowstone National Park and other parks of the west. We are thrilled to celebrate National Train Day with Amtrak, and we look forward to expanding our innovative partnership which currently offers National Park Service educational programs for Amtrak passengers on several regional routes near national parks.”

The “Amtrak America the Beautiful Sweepstakes with MasterCard” Grand Prize winner will receive his or her choice of any Amtrak Vacations National Parks package for four, valued up to \$10,000 and a \$5,000 prepaid MasterCard Gift Card. In addition to the grand prize, 10 first-prize winners will each receive roundtrip, First class tickets for two anywhere Amtrak travels, plus a \$1,000 prepaid MasterCard Gift Card. Fifteen second-prize winners will each receive a \$500 prepaid MasterCard Gift Card. ■

“ Traveling
by train is
another way
we can work
toward a greener
world. ”

Carbonfund.org Donations

continued from page 7

than 1.1 million miles of rail travel. In addition, many customers have also offset other emissions that result from activities in their daily lives, such as home energy use. These combined donations have offset more than 300 tons of carbon dioxide, the equivalent of taking more than 60 cars off the road for a year (or more than 700,000 miles of driving).

Carbonfund.org works with nearly 350 corporate and non-profit partners including Discovery, Dell, Orbitz, Lancôme, Environmental Defense Fund and Working Assets. ■



Front Line Focus

Dear Amtrak:

... My wife and I were aboard the Amtrak train en route to Orlando from Springfield, Mass. ... We chose Amtrak as our means of transportation to get us to Florida for a Carnival cruise vacation. As it turns out, we never made it to the port due to a five-hour delay caused by a stuck CSX freight train ... overloaded with coal.

Our conductor, Tom Singletary, suggested that we get off the train in Jacksonville and rent a car to get there quicker. ... He made several calls to taxi companies as well as getting us names and telephone numbers to car rental companies.

Hertz agreed to be waiting in Jacksonville when we arrived. [However], they were not present as promised. ... We did not realize that the Amtrak conductor lived in the area until he approached us in his vehicle. ... Out of the kindness of his heart, he offered to take us to Hertz and even to the cruise port, which was still two hours away. We declined his offer ... we didn't want to inconvenience an already tired Amtrak staff member.

Although we never made it on our cruise, this man will be remembered in our hearts.

Sincerely,
Silver Star Passengers

Dear Amtrak:

... My husband ... and I boarded Train #3 going from Los Angeles to Chicago. We boarded the train at Kingman, Ariz., ... [on a trip to] Kansas, City, Mo.

... I have difficulty walking or climbing due to excessive pain. Since my husband and I have not ridden a train in over 40 years, we did not have knowledge of securing a handicap reservation nor of other passenger procedures.

We were directed to a roomette, which made the upper berth inaccessible to us so we had to sit instead of lie down. When the train stopped in Flagstaff, Ariz., we met Anthony Williams ... [who] suggested an upgrade to a deluxe room. Throughout the rest of our trip to Kansas City, Anthony assisted us in ways too numerous to list here.

Anthony is to be commended for his superior service and respectful attitude

Sincerely,
Southwest Chief Passengers

This Month in Amtrak History

A P R I L

April 28, 1971

Roger Lewis, a former assistant secretary of the U.S. Air Force and chairman of the General Dynamics Corporation, is named first president of NRPC, just a few days before the start of Amtrak operations.

April 1, 1976

Amtrak acquires Northeast Corridor and Michigan City (Ind.)-Kalamazoo (Mich.) line from Penn Central.

April 29, 1984

Kansas City-New Orleans *River Cities* begins; New Orleans-Mobile *Gulf Coast Limited* starts; *Metroliner Service* begins between Los Angeles and San Diego.

April 25, 2004

The Chicago-Toronto *International* makes its last run, replaced the next day with Chicago-Port Huron *Blue Water*.



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A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 5 • May 2008

Happy 37th Birthday, Amtrak!



**Thames River Bridge
Project Nears
Completion**

**National Train Day
Draws Major Crowds**

**Get Snapping: It's
Calendar Photo
Contest Time**

Station and on-board service employees: (L.-R.) Marco Ruiz, Darryl Hines, Douglas Grace, Norma Ward, Kurt Becker, Mai Tran, Anella Popo-Griffith, Kathy Eddy, Kevin Kelly and Helen Singley.

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AMTRAK® i n k

Vol. 13, Issue 5, May 2008

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37 Years in Service: Looking Back, Looking Ahead

"What is your most memorable Amtrak moment?"



Tim Howey Sr., analyst, Operating Practices, Wilmington, Del. (31 years of service)

"Having participated in the *Acela Express* trainset testing process, the first time I saw a revenue *Acela Express* train depart from 30th Street Station, it was a very gratifying and memorable experience."



Jessie Padilla, product line agent, Austin, Texas (32 years of service)

"My most memorable moment was in 1992 when I donated a kidney to my 14-year-old daughter. Employee response was overwhelming. Hundreds of employees I had never met from coast to coast sent well wishes to me and my daughter. Their heartfelt compassion conveyed the true meaning of 'my Amtrak family.'"



Janice Morris, travel clerk, Sacramento, Calif. (24 years of service)

"My most memorable Amtrak moment was getting to ride in the engine cab car with the engineer as part of a career development program. Seeing what the engineer sees, and literally from that point of view, was awesome."

"How will Amtrak be different in 30 years?"



Matt Livezey, assistant conductor, Seattle, Wash. (two months of service)

"We'd have a national commitment to develop emerging technologies for low/zero-emission trainsets."



Gloria Zorrilla, reservation sales agent, Riverside, Calif. (five months of service)

"In 30 years, Amtrak will be the first choice for both commuters and leisure travelers."



Sivai Fua'au, lead service attendant, Seattle, Wash. (16 months of service)

"With the inevitable demand for more and better transportation options, Amtrak will have many more routes and trains. It will be a more efficient hub system with faster trains using better technology."

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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train of thought

We're planting some seeds this spring that we hope will yield benefits for Amtrak, as we kick into our busy summer season. Our Engineering crews have been busy on the Northeast Corridor and will be even busier in June when we install the vertical lift span on the Thames River Bridge and conduct an unprecedented four-day maintenance blitz north of New Haven.

Six weeks of promotions leading up to our first-ever National Train Day and the events held across the country on May 10 have raised the profile of passenger rail among a range of markets.

On the legislative front, we've testified before the House Transportation and Infrastructure Committee about rail capacity issues and their effects on our on-

time performance. As I write this, we are anticipating a hearing as well as the introduction of legislation on Amtrak's reauthorization.

A more reliable NEC infrastructure, national media attention and exposure to new markets, and educating policymakers about our future needs are just some of the steps we've taken this spring to help stimulate growth this summer and beyond.

With the popularity of passenger rail at an all-time high, we expect a robust season — please remember to treat others as you'd like to be treated on vacation and keep yourself and your co-workers safe.



Alex Kummant

New Members Bring Diverse Backgrounds to Board



Presidential appointees Thomas C. Carper of Illinois (C.) and Nancy A. Naples of New York (R.) have become members of the board of directors after being confirmed by the U.S. Senate in March. Both will serve five-year terms. Carper and Naples bring strong backgrounds in transportation, administration and finance to a board that currently includes Chairman Donna McLean, Vice Chairman R. Hunter Biden, Alex Kummant (L.) and FRA Administrator Joseph Boardman, on behalf of the Secretary of Transportation.

Carper is a former three-term mayor of Macomb, Ill., where he also served on the Illinois Municipal League board of directors.

While in office, he was appointed to the Amtrak Mayors' Advisory Council and served as chair from 2000 to 2001. In 2003, Illinois Gov. Rod Blagojevich named Carper as west central region director of Opportunity Returns, a regional economic development plan. He is a graduate of Western Illinois University and a U.S. Army veteran.

Naples was previously the New York State Commissioner of Motor Vehicles. In that role, she was chairman of the Governor's Traffic Safety Committee and a member of Gov. George Pataki's cabinet. She is also former comptroller of Erie County, N.Y., where she managed a budget of \$1.1 billion. Naples' career began on Wall Street, during which she earned 20 years experience with firms such as Merrill Lynch and HSBC. She holds a bachelor's degree from Fordham University, an MBA from Pace University and an honorary doctorate from Canisius College.



First National Train Day Draws Major Crowds

The concept behind National Train Day began last summer, as part of a marketing strategy to expand Amtrak's visibility in a range of markets and to connect the growing popularity of train travel with consumers' desire for convenient, hassle-free travel.

After six weeks of special promotions, events, partnerships and a major advertising campaign, the first National Train Day culminated on May 10 with a host of events at four of Amtrak's largest stations and more than 50 smaller stations across the country.

"Our goal with National Train Day was to engage new customers, strengthen our relationship with current riders, and generate interest in passenger rail, all with an eye toward incremental trips," said David Lim, chief Marketing officer. "By all accounts, it was a rousing success."

Engaging employees was also a major component of National Train Day. A mini-essay contest enabled employees to share their sentiments on a variety of topics related to train travel and National Train Day. A "Children of Amtrak" Art Contest was part of the festivities as well, offering entrants a chance to win a family trip voucher.

On May 10, people across the country participated in National Train Day events at stations big and small.

Hosted by National Train Day spokesman Al Roker of NBC's "The Today Show," the Washington, D.C., event was headlined by musician Sara Bareilles. Her hit single, "Love Song," was listed in iTunes' Top 5 and no. 10 on the Billboard pop chart at press time. In New York, the world-famous Harlem Globetrotters dazzled the crowd with their unique ball-handling skills and comedy routines. The Great Hall at Chicago Union Station was transformed into

Amanda Show" with Amanda Bynes and "Drake and Josh."

The day's festivities at each of the "Big Four" locations also included photo galleries, train simulators, equipment exhibits and tours, model train displays, prize raffles, trip giveaways, Operation Lifesaver booths, and a host of children's activities.

In the weeks leading up to the May 10 events, National Train Day gained considerable traction across America through a number of promotions.

One case in point is the MasterCard National Park Service partnership that not only offered a

chance at winning a \$15,000 Amtrak Vacations/MasterCard gift card package, but also led to a \$0.50 contribution to the National Park Service for each MasterCard purchase.

Also, back in April, the "Coachella Express" carried 500 festival campers from Los Angeles to the

Coachella Valley Music and Arts Festival in Indio, Calif.

Promotions with "Wheel of Fortune" and "Jeopardy" included a wrapped car featuring super-sized photos of Pat Sajak and Vanna White as well as a "Double Jeopardy" answer: "This corporation is the engine behind the first National Train Day, May 10, 2008,



a "rock and rail" auditorium as fans jammed to the hits of World Class Rockers, an all-star rock band made up of former members of Santana, Journey, Boston, Steppenwolf, Toto and Lynyrd Skynyrd. The crowd at Union Station in Los Angeles was wowed by actor and recording artist Drake Bell. Bell is best known for his roles on *Nickelodeon's* "The

Thames River Bridge Project Nears Completion

In 2004, preparations began for one of the largest engineering projects in Amtrak history: the replacement of the lift span on the Thames River Bridge between Groton, Conn., and New London, Conn., a monumental task that culminates next month.

This project is significant because of the nature and age of the bridge. Movable bridges that host train tracks are complicated structures and the mechanics involved in lifting part of a railroad and putting it back in place are complex. The other factor



to consider is that the Thames River Bridge is over 90 years old; building techniques and tools have changed considerably since the bridge was first built.

“This is easily one of the biggest engineering projects in company history,” said Chief Engineer Frank Vacca. “The amount of communication and planning both inside and outside the company has been immense. But I couldn’t be more proud of the professionalism and skill demonstrated by every employee involved in this project and we’re all very excited about seeing the final product of all this hard work.”

The Thames River Bridge is made up of five sections, or spans, and is over a quarter-mile long. The lift span has grown problematic over the last 25 years, slowing

the on-time performance of up to 36 Amtrak trains and two freight trains that cross the bridge daily. The drawbridge opens over 1,600 times per year so marine traffic — including U.S. Navy submarines and commercial, recreational and U.S. Coast Guard vessels — can pass underneath.

The new movable section of the bridge will be 188 feet in length. Rather than tilting to open, it will elevate vertically between a pair of 222-foot towers to provide up to 135 feet of clearance for marine traffic.

This June will mark the completion of the project, as the actual lift span is changed out over a four-day period. One of the biggest tasks associated with the change-out is removing the existing four million-pound counterweight that raises the drawbridge. Workers will cut it into five pieces and lift it out with a 1,000-ton crane mounted on a barge. The existing lift span will also be removed and each piece will then be floated away.

To accommodate the change-out, rail operations in the area will be shut down June 14 through June 17. During that time, Engineering will launch a maintenance blitz to make numerous repairs to tracks, bridges and interlockings (see related story on this page).

“We built the new span with a vertical lift for two reasons,” said Peter Finch, movable bridges project manager. “First, it’s easier to construct because we have two smaller counterweights instead of one massive weight and it doesn’t require a movable catenary system. Second, it allowed us to keep the existing bridge in service longer since we were able to build the new lift towers outside the existing span.” ■

Engineering Conducts Blitz

From June 14 to June 17, all Acela Express and certain Regional trains between New York and Boston will be suspended while all other Regional service will be shut down between New Haven, Conn., and Boston to accommodate the movable span change-out on the Thames River Bridge. The river channel will also be restricted for 20 days to allow for preparation and staging.

Engineering will capitalize on this outage by conducting a “maintenance blitz,” during which approximately 300 employees will complete numerous key infrastructure projects in just four days. The effort will reduce the likelihood of future service disruptions and result in a smoother ride and better on-time performance. An outreach plan is underway to notify passengers, media, civic organizations and local, state and federal officials of this temporary service cancellation.

“Completing projects of this size and scope in an efficient manner would not be possible without the support and collaboration of numerous departments, in particular the Transportation department,” said Chief Engineer Frank Vacca.

Operations Customer Service Supports Recovery Activities

The Operations Customer Service Desk played a key role in supporting recovery efforts aboard the Sunset Limited, shown here passing through Sanderson, Texas.

Located at the Consolidated National Operations Center (CNOC) in Wilmington, Del., the Operations Customer Service Desk (OCS) recently marked one year of service.

Operating across all time zones and involved in all service disruptions and activities big and small, OCS is a vital part of Amtrak's 24-hour-a-day, seven-day-a-week operations.

"Our day is completely driven by what is happening on the railroad," said Customer Service Desk Manager Diane McConnell. "Our role is to do whatever it takes to be sure that our station agents or on-board employees are supported and that our customers receive the highest level of care possible."

One such example occurred on Jan. 19, when a landslide on the Union Pacific Railroad track 60 miles north of Chemult, Ore., affected *Coast Starlight* service in the area. While Pacific Division General Superintendent Joe Deely coordinated with CNOC, district managers, the Southwest Division and UP, he immediately began marshaling division resources to address the service disruptions. Appropriate division managers were moved into position at the service disruption sites in Klamath Falls, Ore., and Eugene, Ore., to accommodate passengers and quickly set up busing operations to cover the affected route.

Deely identified and readied the equipment needed to operate the stub trains, moved the appropriate division managers into position at the service disruption sites, arranged train servicing, communicated food and beverage requirements, and set up accommodations for crews and passengers.

"In this situation, where the division requested, we communicated with OBS personnel on the affected trains, station personnel, operations managers, the call centers and even the bus drivers, all of which provided and/or received needed information," McConnell said.

As a result of the communications efforts and the tireless recovery efforts by local teams, "during the early stages ... passenger rail service was continued between Los Angeles and Klamath Falls, and Seattle to Portland, with a bus bridge established between Klamath Falls and Portland in both directions," said Deely. "This protected the *Coast Starlight* ridership in both directions. Later, as more equipment was moved into position, the bus bridge was reduced from Portland to Eugene." At press time, full service was projected to resume in the first week of May.

Also in January, the *Sunset Limited*, approaching Houston at 11:37 p.m., collided with a semi-trailer, derailling all six cars in Crosby, Texas. Immediately, the train crew sprang into action to manage the situation and ensure passenger safety — no serious injuries occurred on the train.

Meanwhile, "we participated in a conference call to identify what level of assistance was needed," said McConnell. "Again, our involvement is mostly in the background. We communicate with division management to let them know we are available to provide whatever assistance is needed."

"A lot of dedicated folks did an amazing job to get this situation resolved," said Michael Chandler, superintendent, Road Operations.

Yet, McConnell added that responding to major events is only one part of the job for her five customer service operation officers.

"At the same time that major events are going on, the phone is still ringing with others around the country looking for help," she said. "We can help with every level of service recovery or customer service, large or small. It's the single agent in a train station, or the conductor or lead service attendant with a passenger issue who also needs our help." ■

APD Detective Wins Two Prestigious Awards

For his outstanding efforts policing the Capitol Corridor, Detective John “Jake” Mumford recently received two prominent awards in Washington, D.C., as he was named 2007 Amtrak Police Department Officer of the Year and winner of the 2008 Dr. Gary Burch Memorial Safety Award. Mumford was honored by APD on May 13, and on April 30 the National Association of Railroad Passengers presented the annual Burch Award at its congressional reception on Capitol Hill.

“Detective Mumford was chosen Officer of the Year for his numerous and significant contributions to the department,” said John O’Connor, APD chief of patrol. “His work along the Capitol Corridor over the past two years has contributed greatly to the safety of passengers and employees. He is simply a model officer.”

Mumford joined APD in 1999 after nearly two decades of law enforcement experience. In 2005, he became the first full-time, dedicated police officer assigned to the Capitol Corridor. He is a past winner of the President’s Service and Safety Award for Sustained Excellence and an eight-time winner of APD Officer of the Month — twice in 2007.

In June of last year, Mumford observed several right-of-way trespassers in the San Francisco area. He pursued them on foot and apprehended one of the suspects. He then aided in identifying and arresting three others, resulting in charges of graffiti vandalism and trespassing. Two months earlier, Mumford worked tirelessly to identify and arrest suspects responsible for assaulting several

crew members aboard Train 546 in West Sacramento, Calif. His efforts resulted in four arrests for 10 felony counts of aggravated assault and attempted murder.

Mumford has also developed strong and mutually beneficial relationships with local law enforcement agencies and district attorneys. He is an active volunteer with Operation Lifesaver and a member of the Pacific Division Safety Team.

The Dr. Gary Burch Memorial Safety Award is given each year to the individual who contributes most to the safety of rail passengers. This is the first time the award has been given to a law enforcement officer and the ninth time an Amtrak employee has won the award since it was established in 1994.

Mumford was nominated for the Burch Award by Eugene Skoropowski, managing director of the Capitol Corridor Joint Powers of Authority, the entity representing Amtrak’s partnership with eight counties and two metro planning organizations in Northern California.

“*Capitol Corridor* passengers are now well aware of ‘Detective Jake’ and often recognize him when riding trains,” said Skoropowski in his nomination. “Surveys indicate that his presence on trains, at stations, and at multiple locations along the route is greatly appreciated by passengers and employees.” ■



APD Expands Presence of K-9 Teams

Dogs’ sense of smell is up to 10,000 times more sensitive than that of a human, making them effective tools in detecting potential threats from explosives. Accordingly, the Amtrak Police Department recently added seven K-9 units.

Recently trained at the Canine Training Center at Auburn University located at Fort McClellan in Alabama, two of these dogs are specially trained to detect scents from people whether moving, standing or seated. These particular dogs will be used to assist in searching for personal explosives and detecting potential suicide bombers. The

current total of K-9 Explosive Detection Teams is 29, with three more in training at the Transportation Security Administration’s training center at Lackland Air Force Base in San Antonio.

“We prefer the training centers at Fort McClellan and Lackland because they use the same methodology, they both train military dogs, and they’ve been doing it for years,” said Capt. William Parker, manager of the APD K-9 program and a 20-year U.S. Army veteran. “We will have consistency and a centralized training process, which makes us a more effective police force.”

The department plans to add up to 26 more dogs by the end of 2009. In addition to regular APD patrols, some K-9 units will support the Mobile Security Teams deployed by the Office of Security and Special Operations in February.

APD dogs can target specific scents when other stronger smells are present, which is useful in open environments such as train stations or other facilities. They can detect and locate potentially dangerous materials and quickly screen unattended packages or baggage for explosives to help prevent train delays. ■

Happy 37th Birthday, Amtrak!



Born out of a railroad industry decision to get out of the passenger rail business, the Amtrak of yesterday was a far cry from its current existence.

“Amtrak in 1971 was a shell company with a handful of employees that didn’t own any tracks, stations or facilities,” said Rich Slattery, senior principal, Policy Development/Support. “Amtrak contracted with what we now call ‘host railroads’ for everything associated with the operation of trains and customer service.”

Yet, the company briefly known as Railpax evolved from an entity with few resources to a people-mover of ever-growing proportions. Thus, while the “Rainbow Era” that began in the early 70s was marked by a hodge-podge of cars and locomotives inherited from various former railroad owners, Amtrak now owns 425 locomotives and more than 2,100 railroad cars.

New Equipment Remains Key

Virtually all of the cars and locomotives Amtrak inherited and operated in the early years were technologically behind the times and overdue for remanufacture or replacement.

Thus, between 1975 and 1982, the company acquired nearly 1,000 passenger cars — Amfleet I and II, Superliner I and Rohr turbos — and almost 300 P-30, F-40, E-60 and AEM-7 locomotives. These new cars and locomotives, as well as 400 remanufactured Heritage cars, were equipped to utilize head-end power generated by the locomotive for heating, cooling and electricity, enabling Amtrak to replace the majority of the steam-heated cars and locomotives acquired from the predecessor railroads.

“The new or remanufactured equipment and head-end power provided great reliability and fleet uniformity,” said Slattery, “which reduced mechanical failures, made equipment easier to maintain, and enabled the company to provide better and more consistent customer service.”

Although Amtrak has heavily invested in the state of good repair of its rolling stock, the majority of the locomotives

and passenger cars in its fleet are approaching the end of their service life.

In a letter to Congress supporting the 2009 Legislative and Grant Request, President and CEO Alex Kummant wrote, “Failure to procure new equipment will eventually lead to greatly increased operating costs and lost revenues as ... travelers respond to delays and discomfort.”

To start the equipment procurement, Amtrak intends to use some of its FY '09 capital budget for pilot programs, procurement of new equipment for corridor service, and the testing or demonstration of new equipment for the Northeast Corridor.

A Major People-Mover

With nearly 26 million passengers in FY '07 — the fifth consecutive fiscal year of record ridership — Amtrak’s network reaches 500-plus destinations across 21,000 route miles. The Northeast Corridor is the busiest in North America, with the Boston-New York-Washington portion serving 10 million passengers.

“In spring 1975, approximately 7,200 Amtrak and commuter trains operated per week along the Northeast Corridor, traveling 198,112 miles,” according to Drew Galloway, assistant vice president, State and Commuter Partnerships - East. “By the end of October 2007, 12,448 trains traveled along the NEC, traversing 363,900 miles.”

“When Amtrak began operations, long-distance trains were virtually the only Amtrak service available outside of the Northeast Corridor states,” said Slattery. “Thirty-seven years later, the number of corridor roundtrips Amtrak operates outside of the NEC states has increased by more than 600 percent — from 12 to 74 each weekday. These 74 roundtrips, most of which are state-supported, account for nearly half of the trains Amtrak operates and serve all regions of the country.”

The significant investments made by one of the earliest contributors to passenger rail — the state of California —

1970s

In the “Rainbow Era,” the early days when Amtrak used a mixture of passenger cars and locomotives inherited from the freight railroads, this former Great Northern “Empire Builder” observation car often filled in for the Chicago-Twin Cities “Hiawatha.”

Photo: Larry Mack



1980s

Spring 1987: This Empire Service train, with FL-9 engine no. 485, bursts through Breakneck Tunnel as it travels through the Hudson Division en route to Grand Central Terminal from Albany-Rensselaer, N.Y.

Photo: Charlie French



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have paid off. The *Pacific Surfliner*, *Capitol Corridor* and *San Joaquins* were the second, third, and sixth busiest corridors in the system in FY '07, carrying almost 4.9 million riders. Twenty percent of all Amtrak passengers travel on California trains.

From an operational point of view, Dick Salmon, senior director, Operations Management, attributes the recent steady ridership increases on additional corridor services throughout the country, including *Downeaster* service in Maine and Amtrak *Cascades* service in the Pacific Northwest. Ridership on the *Acela Express* service has also improved substantially at a time when airlines have been hit with delays and implemented tighter security measures.

Reservations and Ticketing Evolved As Well

General Superintendent, Northeast Corridor Operations, Lenore Slimbock started her career 35 years ago working in both the Philadelphia and New York ticket offices.

“Long-distance train tickets were manually written on a book ticket, with the fare calculated by using a railroad tariff book that took some time getting used to, depending on the complexity of the route over the various carriers,” she said. “Tickets to Florida were issued on a three-coupon book, a coupon for each railroad over which the route carried the passenger: Penn Central Railroad; Richmond, Fredericksburg and Potomac Railroad; and Seaboard Coast Line Railroad.”

Reservations, she added, were handled out of the New York office for Parlor seats on NEC trains, using a large circular rotating file system. Agents sitting around the “Drum” would pencil in a passenger’s name on a paper diagram to reserve space. “There were no 800 numbers or central reservation offices,” Slimbock said. “Not to mention Amtrak.com.”

The first national booking system was ARTS, the Amtrak Reservation and Ticketing System, which was later replaced by Arrow and its more user-friendly Rail-RES interface. More recent ticketing innovations include Julie, the automated voice response unit, Amtrak.com and the Quik-Trak self-serve ticketing kiosks.

Safety Commitment Reflected in Fewer Injuries

Using data from the Amtrak Safety Information System implemented in FY '96, the company has seen the number of FRA-reportable injuries drop from a ratio of 5.0 per 200,000 hours worked to 2.4 in FY '07. This is largely the result of three major safety initiatives — the Safety Training and Observation Program, the MoveSmart Program and the formation of cross-functional safety teams — that over the years increasingly engaged employees in injury prevention.

Because of its commitment to safety and individual employee efforts,” said Safety Superintendent Chris Williams, “we are a nine-time recipient of the National Association of Railroad Passengers’ Dr. Gary Burch Memorial Safety Award. Also, safety has improved over the years as Operations branch departments have held line management accountable for a safety program, rather than having a big safety infrastructure that blurs lines of accountability.”

The Amtrak Brand — Then and Now

Even the Amtrak logo has evolved from its former red, white and blue self into something that is said to capture the two sides of rail travel in the 21st century: the romance of the journey and the excitement of new technology.

The Amtrak brand began in 1971 as a contraction of two concepts: “American” and “track.” With its modern graphics of a motion-oriented service mark, its mission was to create a new travel experience in both service and environment for the passenger.

In 2000, a new Amtrak identity was introduced with a “travelmark” replacing the original mark.

According to Deborah Varnado, director, Branding and Promotions, “The travelmark’s rippling shape and converging train tracks not only suggest the magic of transport but hint at the exciting technological future of rail transportation.”

In 1971, David Kendall, the first board chairman, focused on effectively serving passengers and creating a marketing identity to compete with airlines and other public transportation. Today, despite a changing look, the objectives that drive branding initiatives and define Amtrak remain steadfast. ■

00s

September 1994: RTG
boliner 68 heads south
ough Cold Spring, N.Y.
Photo: Jerry Jordak



2000s

March 2007: Westbound
Capitol Corridor train skirts
the shore of San Pablo Bay
at Pinole, Calif.
Photo: Alex Mayes



Engineering Contributes to “New School” Technology

Railroad operations and technology have come a long way since the original “iron horses” began hauling people and goods in the early 1800s. Recently, this evolution has been furthered by the Engineering department, which has made a number of significant contributions to the advancement of railroad technology in the areas of safety and reliability. These inventions are now earning the attention of other companies and even the U.S. Patent and Trademark Office.

“Our Engineering teams have been presented with specific challenges and have found brilliant solutions,” said Chief Engineer Frank Vacca. “They deserve a lot of credit for making significant contributions, not just to the company, but to the railroad industry.”

One example is the design of a new miter rail for the joint where a bridge separates to allow passage of marine traffic. Older miter rails have significant gaps at the joint, which means trains must pass at slow speeds. Another drawback is the impact of wheels as they cross those gaps, which increases wear on the joint itself, the bridge and the train.

“We created a new miter rail that makes passage over a track joint significantly smoother,” explained Deputy Chief Engineer - Track Dave Staplin. “And trains can pass 50 percent faster than on other miter rails out there. We’ve earned a patent on our design and various freight railroads have begun installing them.”

Another patent the company has earned is for a new form of track inspection technology. The Federal Railroad Administration requires twice-weekly visual track inspections, a process that can be slow, expensive and time consuming. The

new inspection system is more effective and faster, while still meeting all FRA regulatory requirements.

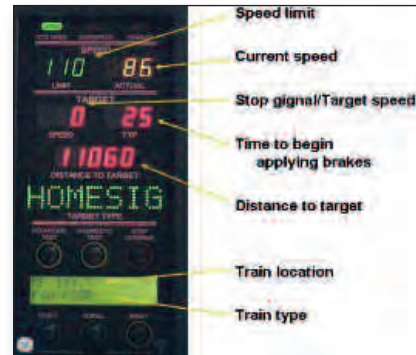
According to Staplin, this “pattern recognition system” uses a complex collection of cameras and computers mounted on a

special rail vehicle, which is operated by two people, and can move at over 25 mph while scanning rails for anomalies and defects. Any time a possible defect is detected by the operator or the detection system, video and data is stored for later review by an analyst.

When *Acela Express* service became the first high-speed train in the U.S., the FRA established new regulations requiring that vertical and lateral accelerations of the equipment be monitored as the trains operate.

“We needed an efficient way to collect data that would help ensure smooth and safe rides,” said Staplin. “We partnered with an outside tech firm to pioneer the Remote Monitoring System, which has since been put into use by numerous other railroads across the country. RMS allows us to see how trains are interacting with tracks in real-time and address potential ride and safety problems before they happen.”

RMS uses data collection units — consisting of computers, accelerometers and GPS — mounted on *Acela* trainsets and various intercity cars. These units collect ride data and send it via wireless links to an online database and geographical informa-



This display is mounted in the cab of locomotives operating on the Michigan Line to provide the engineer with information relayed from ITCS radio signals.

tion system. The data is then automatically processed, analyzed and reported.

Also necessitated by faster trains, the Incremental Train Control System was, in part, developed by Amtrak engineers in 1995, explains Deputy

Chief Engineer - C&S Keith Holt. ITCS is currently installed on the Michigan Line and was the first fully functional system that uses radio signals instead of track circuits to operate crossing warning systems. Essentially, this allows faster-moving trains to set off crossing warnings from farther away because trains traveling faster than 79 mph would not trip track circuits soon enough. With ITCS, trains are approved to operate at up to 95 mph. Engineering officials expect FRA approval of 110 mph operation on the line by the end of the year.

“We also came up with a full supplemental safety signal method,” said Holt. “Nothing like it existed before.”

Known as the Advanced Civil Speed Enforcement System, this Positive Train Control technology supplements existing cab signals to ensure speed restrictions and other operating rules are followed. Transponders along tracks send signals to the cab to communicate upcoming restrictions and stop orders. If the engineer fails to react accordingly, the on-board system automatically enforces the operating directions. ■

Mid-Atlantic Call Center Announces Sales Excellence Award Recipients

Philadelphia's Mid-Atlantic Reservation Sales Call Center (MRSCC) is recognizing its top five reservation sales agents this month for their achievements during FY '07. The recipients of the Sales Excellence Award are Reservation Sales Agents Wayne Parker, Donna Wierzbicki, Marge Sullivan, Mary Dawson and John Boettinger. Chosen as the best of the best, these employees have demonstrated outstanding performance in sales and other key areas.

In its 10th consecutive year, the Sales Excellence Award program recognizes five outstanding employees a year from the MRSCC and five from the Western Reservations Sales Call Center in Riverside, Calif.

"While the call centers take great pride in the fact that they have many outstanding employees, the Sales Excellence Award winners truly stand out above the crowd," said Mark Rose, senior director, Reservations Sales.

At the Philadelphia Call Center, this year's honorees averaged \$1,112 per-hour in sales; the call center average was \$603 per agent hour. Before an agent can be considered for a Sales Excellence Award however, he or she must also exceed office standards in productivity, attendance and call quality.



Photo: Frank Gallelo
Sales Excellence Award winner Wayne Parker handles a call at the Mid-Atlantic Reservations Sales Call Center.

The Sales Excellence Award was also given to the top two supervisors whose teams achieved the highest average performance in a combination of categories including revenue generation, productivity, advance payment reservations percentage, revenue-per-hour sales and talk time.

"For the first time since the program's inception, the same two supervisors, Eleanor Gravely and Therese Marshall, won the award in two consecutive years. That's quite an impressive accomplishment," stated Bob Cook, MRSCC manager.

"In a call center environment where approximately 900 employees work 24 hours a day, 15 different shifts and eight combinations of rest days, it is quite possible to have stellar performers who go relatively unnoticed by the majority of their co-workers," stated MRSCC Director Frank Gallelo. "That is one of the reasons the call centers established a Sales Excellence Award program."

Due to the implementation of major technology changes and system upgrades, sufficient data to identify Riverside Call Center Sales Excellence Award winners were not available for FY '07. The WRSCC will participate in the Sales Excellence Awards next year for the agents' FY '08 performance. ■

First National Train Day

NATIONAL TRAIN DAY • MAY 10

continued from page 4

remembering the golden spike of May 10, 1869" (the contestant incorrectly answered Union Pacific).

In addition, communities across the country became involved with their own events and proclamations supporting passenger rail.

"May 10 is really an American celebration of the train, so it's for everyone to enjoy," Lim said. "The

enthusiasm that grew out of this made National Train Day a true grassroots experience."

Working with employees, the National Association of Railroad Passengers answered the call to get involved by hosting open houses in locations across the system, from Sacramento, Calif.; to Toledo, Ohio; to Durham, N.H.; and Charlottesville, Va.

State partners in California pitched in with events in Bakersfield, Davis, Emeryville, Fresno, Hanford, Merced, Santa Barbara, San Luis Obispo and Van Nuys, and a National Train Day event in Seattle included the 19-piece Purple Passion Jazz Band, performing tunes from the 1940s, guest speakers and a Radio Disney interactive show. ■

FRA, BNSF Join “Conversation” on Station Improvements

The Great American Stations (GAS) project continued this month with another “Civic Conversation” in Albuquerque, N. M., on May 7, among Amtrak officials, state transportation officials and community leaders to discuss station improvements.

Mark Yachmetz, associate administrator for railroad development, Federal Railroad Administration, was on hand to brief the gathered community leaders about the FRA’s role in station rehabilitation and rail expansion.

In addition to remarks from Yachmetz, the morning session included welcoming remarks from Vice President, Government Affairs and Corporate Communications Joe McHugh, a review and update on the Americans with Disabilities Act and best practices, and a 30-minute breakout session. Other morning speakers included Joseph D. Rago, Amtrak senior director, Stations and Facilities, Engineering Structures; John Bennett, Amtrak assistant vice president, Policy, Standards, and Business Integration; and Rich Wessler, NRPC operations officer, BNSF Railway.

“As was the case at the two previous ‘conversations’ in Pittsburgh and Denver, we wanted to direct local mayors, civic leaders and state officials toward resources and best practices for rail stations in need of upgrades or repair,” said McHugh.

McHugh added that these conversations — the next is slated for the fall in North Carolina — and the ensuing partnerships are vital to station restoration because Amtrak owns only roughly a quarter of the stations it serves. Most stations are owned by cities, host railroads, private parties and other entities like port authorities, commuter railroads or transit agencies.

“Communities often ask us for advice on improving their stations,” McHugh said. “While we have limited capital funds, we can provide communities with engineering and design expertise, facilitate coordination with host railroads, and help municipalities navigate the complex issues related to accessibility, lease agreements and Americans with Disabilities Act requirements.”

After lunch, Meridian, Miss. Mayor John Robert Smith; Ryan

Carpenter, director of special projects for Dodge City, Kan., and Andi Udris, president and CEO of Union Station in Kansas City, Mo., were on hand to present case studies highlighting their own revitalization plans.

According to Suzi Andiman, Great American Stations Web site editor, “These officials presented both the successes and challenges of their extraordinary and unique plans to build new life into the local stations.”

In the face of declining tax revenues and tightening state and local budgets that pose a challenge to station rehabilitation, Yana Hudson, principal officer, Long Distance, Strategic Partnerships and Business Development was also on hand to help demystify the world of potential funding sources.

“While the Americans with Disabilities Act mandate is real, the financial impediments to achieving full compliance are formidable,” Hudson said. “Nevertheless, through creative financing, state and local governments can design strategies to fund their rail station project, and thereby drive economic development in the surrounding communities.” ■

Front Line Focus

Dear Amtrak:

I am writing to commend [Ticket Clerk] Alma Gonzalez [who] has been the morning representative in New York’s Club *Acela* for about a year and, in my experience, she is ... the most proactive, patient and helpful representative I have met in any of the lounges.

... It takes a rare sort of personality to handle the demands of Business class and First class passengers ... Yet, no matter what she is faced with, Ms. Gonzalez never seems to get ruffled, never shows the faintest trace of impatience, and always greets every passenger with a sincere smile — the sort of smile that cannot be rented and is hard to fake.

Sincerely,
Acela Express Passenger

Dear Amtrak:

... I would like to commend Service Attendant Michael Thomas. As the attendant on Amtrak Train #352, he was very professional and concerned about the well being of all of the passengers on his car. He was quite sociable, well informed, and he kept the passengers updated at all times. He went well above what was expected. He made my trip very enjoyable. Mr. Thomas represented Amtrak extremely well and was a delight to converse with.

... Thank you for your support of the traveling public and loyal passengers. Keep up the good work and I will continue to support Amtrak in the years to come.

A truly satisfied customer/passenger,
Wolverine Service Passenger

Promotions in Motion

Northeast Regional Promo Targets Baltimore Market

To reinforce Amtrak's media buy to support the summer re-launch of the *Regional* service as *Northeast Regional*, a new promotion is part of the summer issue of *Style* magazine. Prominently featured in the magazine's popular "Style Packs a Bag" travel and leisure section, the ad highlights reduced Weekend Getaway Fares on *Northeast Regional* and offers a chance to win round-trip tickets for two from Baltimore to New York City.

The re-launch of the *Regional* service as *Northeast Regional* combines an integrated marketing plan with an intense focus — by a multi-functional working team — on equipment, service and product quality. The business goals of the plan involve creating a distinct product identity that is different from *Acela Express*, and increasing ridership and revenue without taking business away from the popular *Acela* service.

"The plan is to 're-launch' the *Regional* service with advertising in mid-June, with spruced up equipment, operating performance and customer service elements to deliver a consistently good travel experience to an expanding customer base," said Patrick Pietrantonio, director, Product Management.

Style is described as "Baltimore's preeminent lifestyle magazine," published seven times per year and read by an audience of more than 100,000. According to the magazine, its readership is largely composed of affluent, highly educated, professionally employed, and married females with

annual household incomes of more than \$178,000. Research has shown that most leisure travel decisions are made by female heads of household.

"We expect that the attractive Weekend Getaway Fares on *Northeast Regional* will successfully resonate with this target audience of *Style* readers," said Paul Siegel, manager, Sales and Marketing.

Auto Train Celebrates Silver Anniversary

To mark *Auto Train's* 25 years of service between Lorton, Va., and Sanford, Fla., Amtrak Guest Rewards® is offering its members 25 percent more points when traveling on *Auto Train* during the month of May. In FY '07, *Auto Train* carried 217,822 passengers; 112,372 to date in FY '08. Since its inception in 1983, *Auto Train* has carried more than 5 million passengers. Existing reservations will qualify for the point bonus provided that members register for the promotion and travel occurs in May.

Also on the *Auto Train*, kids between the ages of two and 15 can travel free, beginning June 1. With this promotion, two children may travel for free with each full-fare paying adult. The offer is only valid for travel between June 1 and Sept. 30, with some blackout dates and seat restrictions.

In other Amtrak Guest Rewards news, a double points promotion on all trains is targeting members whose travel spend decreased from last year. These members will receive an e-mail invitation to register and participate in the double points promotion from now through May 31.

Only those targeted for the offer may register and receive the points.

Six AAA Magazines Carry Amtrak Vacations Ads

An Amtrak Vacations campaign is being launched this spring, with vacation packages being advertised in six regional AAA magazines in May and June.

"The objective is to create a media burst to increase ridership and revenue for Amtrak Vacations packages during key booking months," said

Debbie Moller, manager, Amtrak Vacations. "We want to affiliate Amtrak Vacations with the nationwide AAA and direct consumers to book with Amtrak Vacations or their local AAA Travel Office."

Each of the regional ads features a popular Amtrak Vacations package:

- AAA Car & Travel: Montreal
- AAA Midwest Traveler: Glacier National Park
- AAA Westways: Grand Canyon
- AAA Via: Glacier National Park
- AAA Living: Grand Canyon
- AAA Traveler: Montreal

Amtrak Sponsors Cats

Amtrak is an official home game sponsor of the Fort Worth Cats, an independent minor-league baseball team. The season began May 8 and continues through Aug. 23.

Radio commercials and public address announcements during home games — played at LaGrave Field in the Fort Worth Stockyards area —

invite fans to register for a free *Texas Eagle* trip.



Employee Milestones

Congratulations to All of You!

20-Year Anniversaries

April 2008

ALVARADO, PEDRO
ANTUNA, SARA
BATEMAN, MICHAEL
BONDI, ROBERT
BUFFKIN, DAVE
BUTLER, WILLIE
BYRD, EDWIN
CARSON, JOANNE
CHRISTENSEN, MARK
CHUA, BOBBY
CIANCIARULO, FRANK
CRAFT, ROSEANN
DA SILVA, ARNOLD
DICKINSON, PAUL
EDWARDS, MICHAEL
ELKINS, SPENCER
FAGAN, DENNIS
FENNER, TERESA
FLEMING, STEVEN
FORREST, CHRISTOPHER
GOINS, JOHN
GROVER, TODD
HALL, PATRICIA
HAMMOND, THOMASINA
HERNANDEZ, ETHELINE
HOLCOMB, DAVID
HORNYAK-SMITH, JEANIE
JOHNSON, RONN
JONES, CHARLES
JOYCE, THOMAS
KANE, BRUCE
KING, ELWOOD
KLINE-START, MICHAEL
LANDEROS, JUAN

LANGHAUSER, RAYMOND
LOCKHART, PETER
LOSEE, OWEN
LUGO, FRANCISCO
LYONS, GERARD
MALIZIA, ALFRED
MARSHALL, ERVIN
MASON, ELIJAH
MCBRYDE, VERA
MCDONALD, GWENDOLYN
MCNAMEE, SUZANNE
MESSINGER, ALICIA
MILLER, TIMOTHY
MILLSAP, TINA
MONROE, KENDRA
MUHS, EDWIN
MUNIZ, IGNACIO
NIEBUR, KENNETH
O'BRIEN, WILLIAM
O'DONNELL, ROBERT
ORTIZ, SANTIAGO
PEREA, ANTONIO
PETKOVIC, ALEXANDER
POLK, DEBORAH
POOLE, MICHAEL
PORTER, KEITH
PU, FENG
ROBERTS, DARLENE
SALISBURY, RANDALL
SCHLEAR, CHRIS
SHEPARD, DERRICK
SINGLETARY, VALERIE
SMITH, L
SMITH-HOWARD, SHERRY
STEVENS, PAUL
STUMPF, ERIC
SWEET, DOUGLAS
TRAINER, CHARLES

TSANG, JIMMY
VANETTES, THOMAS
VARELA, JULIA
WASHINGTON - PAGE, LEISA
WIEMAN, TAMMY

25-Year Anniversary

April 2008

ARCHAMBO, DAVID
BAYLOR, KEVIN
BRUNO, STEPHEN
DRAKE, THOMAS
FAMIGLIETTI, MICHAEL
FITZGERALD, GEORGE
GALLAGHER SINCLAIR, MAUREEN
GEISENDAFFER, RAYMOND
HARGETT, CHARLES
KELLY, PATRICK
KLEIN, JAMES
KRALLE, THOMAS
LINDSAY, JUNIOR
MAGUIRE, JAMES
MCCADDEN, DAVID
MCCLOSKEY, MAUREEN
MILLER, MICHAEL
MORAN, JOSEPH
POULTON, GERALD
RUXTON, ALFRED
SAXON, ANTHONY
SPIVEY, SHERMAN
STEVENSON, DUDLEY
STEVENSON, PAUL
STUDIVANT, JOE
TALBOTT, WAYNE
TIROCCHI, ROBERT
WALKER, CARL

WANNAT, MARK
WELKER, NEAL

30-Year Anniversary

April 2008

BELINSKI, DOLORES
BURTON, RICKY
CHENORE, LINDA
DETRATTO, ERNEST
DIMEO, NANCY
GARDEN, VICTORIA
HARTMAN, JOANNE
HUGHES, GLORIA
HURST, BILLY
JOHNSON, PAUL
JOHNSON, SUVERA
JONES, BARBETTE
KOZMEL, THOMAS
LOTSBAICH, ROBERT
MC HUGH, ROBERT
REEDER, DELORES
SCHAEFER, BONNIE
SPINDEL, STEVEN
WILSON, ARGYNELLA

35-Year Anniversary

April 2008

ANDERSON-LAWSON, ANN
BECKER, DONNA
DWELLE, SUE
ECKENRODE, GARY
FORD, BRENDA
GARKO, MICHAEL
GARRITY, LINDA
LEHMAN, WILLIAM
LEVINE, LINDA
MALLOY, GASTON
MANGANO, THOMAS
MCLAUGHLIN, MARITA

MILLER, JAMES
MULVEY, THOMAS
NOCK, SANDRA
NUNEMAKER, MICHAEL
PEROLLI, EDWARD
PHILPOT, DANIEL
POWELL, CYNTHIA
RUSH, MARTIN
SMITH, BARBARA
TAINOW, JON
VANDERGRIFT, JANICE
WOOD, DEBORAH
WORTHY, VERA
WRAY-MATHEWS, ROBIN

Retirees

March 2008

BROOKHART, MARILYN
CONNER, HENRY
DEGRAW, MARY
ELBLE, GEORGE
GAFFNEY, DAVID
GALLAGHER, CLAIRE
GRAVES, MICHAEL
HEASLEY, WILLIAM
HILL, JACKIE
KENNEDY, THEODORE
LO, WING
MALIN, PATRICK
MULHEARN, DENISE
PHILLIPS, GARRY
SCHICKERT, JAN
SIDLOWSKI, STANLEY
WASHINGTON, FREDDIE
WELLS, PHILLIP
WILLIAMS, CHARLES

Get Snapping: It's Calendar Photo Contest Time

Every year, railfans from across the country transform into shutterbugs to take part in Amtrak's annual "Picture our Train" Wall Calendar Photo Contest. Last year's winning photo, selected from more than 100 submissions, was taken by retired police sergeant Richard J. Allen of Cortland, N.Y., of a *Coast Starlight* train passing the majestic Mt. Shasta in Northern California. This year's contest ends July 11.

2009 Amtrak® Wall Calendar Photo Contest Official Rules

Safety First: As always, Amtrak reminds you to stay out of danger — stay away from tracks and the railroad right-of-way. Do not trespass on railroad property or on private property adjacent to the railroad. Do not climb or approach railroad structures, towers, or wires. Stay in public access areas, and away from railroad structures and moving equipment — in stations, on sidewalks, or in parking lots. All participants expressly release Amtrak from all liability for personal injury and loss or damage to personal property, and expressly assume the risk of harm. Remember, tracks, trestles, yards and equipment are private property — trespassers are subject to arrest and fines.

Contest: Best original color photograph featuring an Amtrak train with the current Amtrak logo (as seen above) and livery visible. Photographs of trains displaying Amtrak *Cascades*®, Amtrak California, and Amtrak *Pacific Surfliner*® and *Acela Express* livery are also eligible.

How to Enter: Mail an 8 x 10 color photograph suitable to be enlarged to approximately 25 inches (horizontally) to: 2009 Calendar Contest, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. The photograph must be original and it, or any substantially similar one, may not have been published, nor have won, or be currently entered in any other contest. The entrant must own all rights to the photograph, including copyright. The photograph must be clearly labeled on the back with entrant's name, day and evening phone numbers, address, and e-mail address (if available). The front of the photograph may not include names, signatures, or other identifying marks.

Finalists will be contacted to submit their original transparency, slide, negative or digital image with a resolution of 300 dpi at approximately 25 inches across for use in producing

the calendar with the winning photograph. Entries must be postmarked by July 11, 2008 and received by July 17, 2008. This contest ends July 11, 2008 at midnight EDT. No purchase necessary. Amtrak shall not be responsible for late, lost, incomplete, damaged, misdirected, illegible, or postage-due entries.

Eligibility: This contest is open to legal residents of the United States at the time of entry. A parent or guardian must enter on behalf of entrants under 18 years of age. Amtrak employees and their families are eligible; except Calendar Contest Review Panel Judges, and Amtrak Government Affairs and Corporate Communications employees and their immediate families are not eligible. Amtrak advertising agencies and their families are not eligible. Amtrak reserves the right to verify eligibility qualifications of any winner.

Conditions of Entry: By entering this contest, entrant agrees that if he or she is selected as a prizewinner, he or she will assign all rights to the photograph, including copyright, to Amtrak by executing an assignment agreement and Amtrak will own all rights to the photograph and may use it for any purpose. If a winning photograph includes a recognizable image of an individual, the winner must have that individual sign an Amtrak publicity release form. By entering this contest, entrant further agrees to these Official Rules.

Responsibility of Entrant and Liability Release: Entries will not be acknowledged or returned. Entrant agrees to stay away from moving trains, tracks, structures, and railroad property. Entrant agrees to release Amtrak from all liability for injury, damage to or loss of personal property, and all other losses, and expressly agrees to bear all responsibility for and to assume the risk of all harm.

Prize: The first prize is a \$1,000 travel voucher and the display of the winning photograph on the 2009 Amtrak Wall Calendar with photo credit. The second prize is a \$500 travel voucher, the third prize is a \$250 travel voucher, the fourth prize is a \$150 travel voucher, and the fifth prize is a \$100 travel voucher. Travel vouchers shall be valid for one year from date of issuance and all travel is subject to availability and to Amtrak's contract of carriage.

All taxes are the sole responsibility of the winners and finalists. No prize substitution or cash substitution is permitted, except by Amtrak for reason of unavailability in which a prize of equal or greater value will be awarded. Travel vouchers are transferable to another party. All prizes will be awarded.



Winner

Selection: All prizewinners will be determined on or about July 18, 2008. All entries will be reviewed by the Amtrak 2009 Wall Calendar Review Panel, and finalists will be reviewed by the Judges' Panel. The judges' decisions are final. The prizewinners will be notified by telephone, mail and/or e-mail, if provided. All finalists will be required to sign an affidavit of eligibility, publicity release and copyright assignment, and return it properly executed within seven days of attempted notification as a condition of awarding the prize.

If prize notification is returned as undeliverable or the finalist fails to return the affidavit, release and license, as applicable, the winner will be disqualified and an alternate finalist will be selected. If, in Amtrak's opinion, there is any suspected or actual evidence of tampering with or alteration of any portion of the contest, Amtrak reserves the right to terminate the contest.

Winners List: For the names of the winners, after Oct. 3, 2008, send a self-addressed stamped envelope to: 2009 Calendar Contest Winner List, Amtrak, 60 Massachusetts Ave, N.E., Suite 4E-315, Washington, D.C., 20002. Requests received more than 60 days after the completion of the entry period will not be honored. Vermont residents need not send stamped envelope.

General: This contest is subject to all federal, state, and local laws. Void where prohibited by law. U.S. law governs this contest.

This Month in Amtrak History

MAY

May 6, 1970

The U.S. Senate approves the “Railpax” bill 78-3. President Nixon signs the final version of the bill that fall, and the National Railroad Passenger Corporation is born.

May 1, 1971

Amtrak begins operating; first train is Train 235, the New York-Washington *Clocker*, which departed New York Penn Station at 12:05 a.m.

May 1, 1985

Amtrak celebrates its fourteenth birthday with an upgraded *Southwest Chief*.

May 15, 2002

Known for turning around troubled systems, former transit executive David Gunn is named Amtrak president and CEO. He served in this capacity until 2005.

Coming Next Month: “A Day in the Life Through the Lens of an Engineer”



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

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Human Resources office.

Prsrt Std.
U.S. Postage
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Southern MD
Permit No. 305



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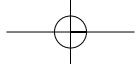
A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 6 • June 2008

**Preparing for the
Summer Crowds:
Company-Wide Efforts,
New Tools Capitalize on
Summer Demand**

**A Day in the Life Through
the Lens of an Engineer**

**Coast Starlight Named
Train of the Month**

Amtrak is a registered service mark of the National Railroad Passenger Corporation.



AMTRAK® i n k

Vol. 13, Issue 6, June 2008

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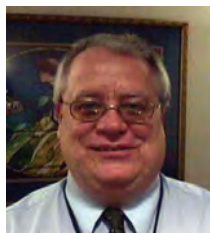
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This Month in Amtrak History

What services do you think will experience the biggest spike in summer ridership and why?



Mike Milburn, lead sheet metal technician, Beech Grove Maintenance Facility, Indiana
 “I think all of the long-distance routes will gain ridership this summer due to the high price of

fuel that we are seeing across the country. But the *California Zephyr* may see the largest increase due to the popular destinations on the route.”



George Sitter, ARASA operations supervisor, New York
 “The *Northeast Regional* is a sure winner due to the re-launch of products, improved services and the continual rise of gasoline prices.”



Marcia Kostival, lead ticket agent, Orlando
 “*Auto Train*. With the high cost of gasoline and Kids Ride Free promotion, it is the most economical way for a family traveling to Central Florida for vacation this summer.”

On the Cover: Getting Ready for Summer

While operating the Power Lift Washer, Laborer Frank Zeimetz cleans the roof of a locomotive with a high-pressure water system recently installed at the 16th Street Locomotive Shop in Chicago.

The semi-automatic washer provides an efficient means of cleaning locomotives while providing a safer work environment.

The washer is equipped with two adjustable man lifts on each end that raise the operator high enough to clean the roof and move on a rail along the length of the locomotive.

“Because the locomotive is washed before it is serviced, we can keep other areas of the shop clean as the locomotive progresses through each maintenance position,” stated Dale Kay, director, Industrial and Manufacturing Engineering. “In addition, cleaning spilled oil and fluid leaks inside the locomotive and isolating the wash area with a waterproof plastic curtain provides a cleaner, safer working environment and helps reduce slipping potential and other hazards.”

According to Zeimetz, “By using the power lift and the high pressure water system, I can reach areas I couldn’t clean before like the roof and the components inside the locomotive. The cleaning solution is also more effective.”

Previously, employees stood on the shop floor and cleaned the equipment by hand with a standard spray hose and extended scrub brush.

Photo: Sharon Slaton

Amtrak Employee and Customer Communications

Margaret Sherry, Director
60 Massachusetts Ave., NE
Washington, DC 20002

Kevin M. Briscoe, Manager
60 Massachusetts Ave., NE
Washington, DC 20002

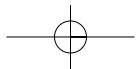
Sharon Slaton, Manager
525 W. Van Buren St., 2nd Floor
Chicago, IL 60607

Josh Raymond, Manager
60 Massachusetts Ave., NE
Washington, DC 20002

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FPO FSC Logo (Horizontal)



train of thought

As we greet the summer season, escalating gas prices, public frustration with airline travel, and highway congestion are among the news items in the headlines. It doesn't paint a pretty picture until you consider the entire landscape and how passenger rail fits into the mix.

That's in part the message I delivered to the House Subcommittee on Railroads, Pipelines and Hazardous Materials last month. The committee has crafted a bill that would reauthorize Amtrak — essentially the legislative framework for Amtrak — and I testified before the committee to help inform the discussions that will take place as the bill makes its way to the House floor.

It is time for federal policy to recognize the current needs of the national transportation network and identify solutions to the nation's transportation dilemma. As a contributor to that network, Amtrak — with adequate support — can play a major role in serving as one of those solutions. We're at a crossroad in the shadow of a looming national transportation crisis and a modern approach to transportation policy can set us, and the nation, in the right direction.

We already are a solution for many Americans. Nearly 26 million people chose Amtrak last year. But given the dynamics of today's economy, Americans are thinking through their options for travel and our indicators suggest that more and more of them are choosing passenger rail.

As I write this, the results for May are not yet finalized. However, it appears that so far this fiscal year (October through May) our ridership is up approximately 11 percent over the same period last year; ticket revenue is about 14 percent higher than this

time last year. That performance comes on the heels of a banner year in FY 2007.

What the traveling public recognizes, and what communities and states all over the country are realizing, is that passenger rail is an economical, convenient and comfortable mode of transportation. We're family friendly, community friendly and we're one of the more environmentally friendly ways to travel.

But as gas prices go over the \$4 mark, our own escalating costs are eating into the rise in ticket revenue. While we spent about \$123 million on diesel fuel last year, we're projecting that we'll spend at least \$215 million this year — and that's in light of our fuel conservation practices.

We nevertheless are kicking off the summer from a solid position and it appears that it will be a good one. Because this is a busy season, I need your help to make our passengers feel welcome, safe and comfortable. Remember that our passengers made a choice this summer, and it's because of what you do that they chose Amtrak. It's the work that you do on the front lines and behind the scenes that makes this place tick.

Please be safe this summer.



Alex Kummant

FOCUS!

Will your photo of an Amtrak train be featured on the Amtrak 2009 wall calendar?

Enter the "Picture our Train" 2009 Wall Calendar Photo Contest by submitting an original color photo of an Amtrak® train (sporting current logo and livery) and your image could appear on next year's wall calendar with a photo credit. The first-prize winner will also receive an Amtrak travel voucher.

Go to www.amtrak.com/photocontest for more information and complete contest rules. **Contest ends July 11.**



Amtrak is a registered service mark of the National Railroad Passenger Corporation.

Company-Wide Efforts, New Tools Capitalize on Summer Demand

The summer months of June, July and August are peak travel season at Amtrak. While business travel slows, leisure travel increases appreciably, especially on long-distance trains. Last year, system-wide ridership in summer months was 14 percent higher than the average for the rest of the year, and long-distance train ridership was 30 percent higher over the same period. Based on current sales and advance bookings, 2008 numbers could reach new highs.

To meet this increased demand and maximize revenue, teams from Marketing and Product Management, System Operations, Mechanical and Crew Management Services are working together to analyze forecasted ridership, ensure proper equipment availability and deliver the required crew.

Extra cars are added where possible, but with the fleet already stretched, capacity cannot be significantly increased to accommodate summer demand. This makes the work of the Pricing and Revenue Management team especially important. "Many of our trains are sold out during the summer, and since we can't add more seats, we have to make sure we're getting the most out of each ticket sale," explains Sheryl Richards, senior director, Pricing and Revenue Management (PRM).

To help with that task, PRM recently rolled out a new automated analysis tool just in time for summer, called the "Revenue Management Workbench." Launched in mid-April after a 12-month development process, the system is parameter-driven and uses a web-based interface to help the group's nine analysts review a variety of ridership and ticket sales data in real time and then adjust pricing allocations

accordingly to maximize revenue.

"The Workbench collects load factors, bucket allocations, ticket sales and detailed data from reservations in real time to give us up-to-the-minute information," said Roger Moran, revenue and capacity analyst. "Before Workbench, we had to dig through Arrow and pull information from everywhere — it was like trying to find a needle in a haystack."

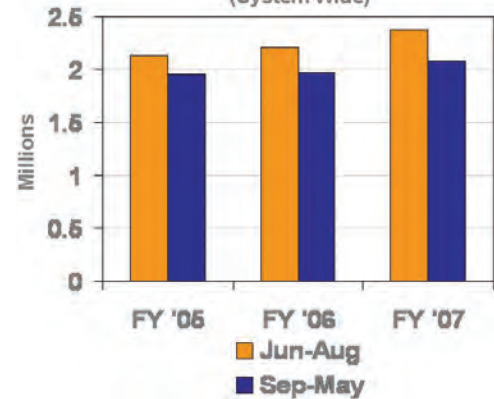
Prior to implementation of the RM Workbench, pricing allocations were always defined well in advance of a booking season based on historical demand data and were modified through more manual, static searches of sales for future departures. With RM Workbench, PRM analysts now have a system that searches future departures for variations in expected sales trends, alerting them well in advance of unexpected or significantly different sales trends. They can then modify future allocations accordingly. "Our goal is to maximize revenue per available seat-mile, and with RM Workbench we have a new and greater ability to identify opportunities for revenue improvement earlier in the booking curve," added Richards.

Like the PRM team, the Crew Management Services group is also active in making sure on-board crews are sufficient to meet the increased summer ridership. Knowing that all available staff resources will be fully deployed and that employees will be requesting vacation time, CMS hires supplemental seasonal on-board staff starting in late March. Beginning this year, Thom Chawluck, senior director, CMS, also added a full-time T&E

vacation coordinator to manage vacation requests and avoid staff shortages.

Mechanical is busy making sure cars and locomotives are ready for the stresses of summer demand. Activities include preparing for the hot summer day — and the associated stress on mechanical systems — by

Average Monthly Ridership
(System Wide)



Summer ridership, like overall ridership, has increased over the last three fiscal years.

testing and adjusting air conditioning systems, duct work, refrigerators and air seals. Knowing that locomotives are prone to mechanical problems in the heat, the team has also prepared and stationed auxiliary engines so they can be added to consists as needed.

Trains that benefit most from the summer travel season are the *Sunset Limited*, *Coast Starlight*, and *Cardinal*, as their average monthly ridership last summer was approximately 41, 40 and 39 percent higher than the rest of FY '07, respectively. During the summer, the *Coast Starlight* should further benefit from a re-launch effort that began June 10 with a host of new services and amenities. ■

Focus on Training Develops and Keeps Railroad Skills Sharp

In the passenger rail industry, a key component of success is the constant development of an experienced and knowledgeable force of Transportation employees. At Amtrak, several classes and programs exist to train new hires and make sure veteran employees stay fresh on necessary skills. Recruiting new employees and training them prop-

accordingly," explains Thom Chawluk, senior director, Crew Management Services. "We get our numbers, then we recruit employees with HR, while Employee Development and Operating Practices work out the logistics of training our new hires."

Said Stephanie Pavlakis, senior director, Employee Development, "Not only do we need to fill the pipeline with new operating employees, but we also need to make sure we have the personnel to train and educate those people. We plan for all of these issues."

At the training center in Wilmington, Del., core programs for new assistant conductors, engineers, ticket agents, dispatchers and on-board chefs are conducted frequently along with other types of training and educational classes for various depart-

ment-erly is becoming increasingly important as more employees are becoming eligible for retirement.

erly is becoming increasingly important as more employees are becoming eligible for retirement.

To accommodate the future staffing needs of the company, Crew Management Services, Transportation field staff and Human Resources work closely to ensure necessary staff levels are met. Currently, the FY '09 Hiring and Staffing Plan is being developed and should be complete by the end of this month. This is the fourth year the annual plan is being developed to outline staffing, recruiting and training needs for the department.

"We communicate with crew bases and field superintendents to stay informed on upcoming retirements and other attrition so we can plan

ments as needed.

One of the newer additions to the training menu in Wilmington this year is a comprehensive series called the Trainmaster Development Program, launched by the Chief Transportation Office. It is a three-week structured course designed to educate, familiarize and prepare Transportation supervisors for their day-to-day responsibilities. The training includes three weeks of classroom

instruction, presentations from departments throughout the company, simulator instruction and hands-on field training.

"We want supervisors to have the confidence and working relationships needed to face the situations and tasks they will encounter," said Ed Mruk, system general trainmaster. "We developed a program to ensure that our operating managers possess the unique skill sets needed to become our future railroad leaders."

Seven employees completed the inaugural class in January. The next session is scheduled for this month and Mruk hopes to conduct a minimum of two classes per year. The program is open to all Transportation supervisors, with preference given to newly promoted managers.

Walter Hawk, a road foreman in Buffalo, N.Y., and the crew base's only transportation supervisor, was one of the program's original attendees. "It's just a wonderful, wonderful course," he said. "Part of my job is auditing conductors. Because I had

already been to DSLE (Designated Supervisor of Locomotive Engineers)



Photo: Monika Sloane

Attendees of the inaugural Trainmaster Development Program gather with Designated Supervisors of Locomotive Engineers trainees in Wilmington, Del. The two groups attend joint classes when possible to maximize efficiency of the respective programs.



Photo: Manuel Vega

Mid-Atlantic Division employees participate in the first high speed "training train." They undergo hands-on training on the railroad to prepare them for a variety of unusual situations.

National Train Day Draws Crowds Across the Country

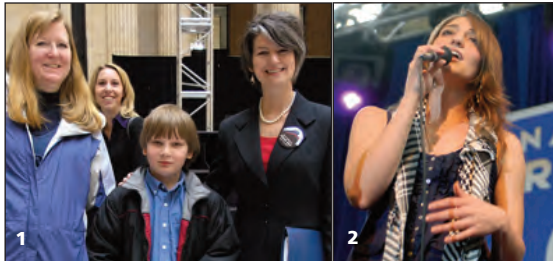


Photo: Sharon Slaton Photo: Linda Spillers



Photo: Paul Beatty Photo: Paul Beatty



Photo: Linda Spillers Photo: Linda Spillers



Photo: Paul Beatty Photo: Linda Spillers



Photo: Craig Ruttles

Employees across the system submitted mini-essays in response to a National Train Day contest. Below are the winning entries.

What is the best reason for traveling on Amtrak?

“The best reason for traveling on an Amtrak train is the ability to relax and take in the surroundings. Riding on the train allows you a better glimpse of the world around you: vibrantly colored foliage, interesting architecture, animals and people at play. What a wonderful world it is!”

Tonya Williams, secretary I, Jacksonville, Fla.

What is Amtrak’s most scenic route? Why?

“To truly experience the beauty of the American landscape, take a ride on the *Empire Builder*. What other route affords you the opportunity to view such an eclectic panorama that includes city skylines, Great Lakes, rolling farmland, the Mississippi River, Midwestern plains, Glacier National Park and the Cascade Mountains?”

Bob Cook, manager, Call Center Operations, MARSCC, Philadelphia

What Amtrak destination offers the best attractions for kids?

“Orlando, Fla., gets my vote as the best destination for kids. With its plethora of amusement parks, including Walt Disney World, Universal Studios and Sea World, as well as numerous water parks and wildlife parks, it offers something for every child, including the child in all of us.”

Mary Weinberger, customer service representative, MARSCC, Philadelphia

How can employees help spread the word about National Train Day?

“Spreading the word about National Train Day can take on many forms, from greeting your customers, to sending Amtrak e-cards to “Get Your Choo-Choo On,” to displaying printed materials. Word of mouth is the best tool we have to spread the news about National Train Day and all Amtrak service!”

Donna Engstrom, support desk representative, MARSCC, Philadelphia

What National Train Day events are you most looking forward to?

“The ‘Children of Amtrak’ Art Contest is the event that I am looking forward to. Children put so much into their projects, and I really enjoy looking at all of the entries. All of them are winners!”

Terry Pryor, administrative assistant, IT, Washington, D.C.

What events and activities would you like to see as a part of next year’s National Train Day?

“What I would like to see is another contest for the children, like an essay contest. I think it would be really nice to hear what children have to say about trains, they are our future. And art work again, but open the age group to at least 16 years of age.”

Pauline Kittilson, lead accounting clerk, Philadelphia



Photo: Chris Pizzello



Photo: Craig Ruttles

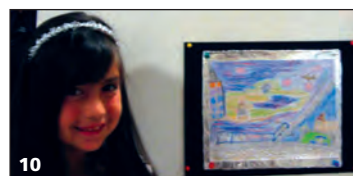


Photo: Susan Ciaudelli



Photo: Evangeline Summers



Employee Travel Privileges Reminder

Employees must be ticketed for all *Acela Express* and almost all long-distance travel, regardless of whether it's business or personal travel. Employees may "flash pass" on the corridor trains listed in the accompanying table.

For sleeper business travel, if there are roomettes set aside for business pass travelers ("BT" rooms in the transition sleeper on Superliner trains) and they are available, they must be booked instead of revenue sleeper space. "BT" sleeper space is also available for personal pass travel, but only within one day of departure.

Employees may make personal travel reservations for *Acela Express* service within one hour of departure on weekdays and weekends. However, personal travel is not available on *Acela Express* for departures on weekdays before 9 a.m. or between 2 p.m. and 5:59 p.m. Employees traveling on business may not book *Acela Express* First class space.

If standee conditions arise on a train on which an employee has "flash passed," the employee's seat must be given up for revenue passengers. If the employee has a ticket, he or she must give up the seat for revenue service but is entitled to a refund.

The entire pass policy is available on the Intranet under "Library," "Policies," then "Employee Pass Travel."

Service Region/Name	Segment Flash-Pass Allowed
Northeast	
<i>Northeast Regional</i>	Newport News-Richmond-Washington-New York-Boston; also New Haven-Springfield
<i>Keystone Service</i>	New York-Harrisburg
<i>Pennsylvanian</i>	New York-Harrisburg
<i>Downeaster</i>	Boston-Portland
<i>Vermont</i>	Washington-Springfield
<i>Ethan Allen Express</i>	New York-Schenectady
<i>Adirondack</i>	New York-Schenectady
<i>Empire Service</i>	New York-Niagara Falls
<i>Maple Leaf</i>	New York-Niagara Falls, N.Y.
<i>Lake Shore Limited</i>	Train 48 Albany-New York; Not on train 49, not on train 48 west of Albany
<i>Carolinian</i>	New York-Richmond and Raleigh-Charlotte Not between Richmond and Raleigh
<i>Piedmont</i>	Raleigh-Charlotte
<i>Palmetto</i>	New York-Richmond
Midwest	
<i>Blue Water</i>	Chicago-Port Huron
<i>Wolverine Service</i>	Chicago-Pontiac
<i>Pere Marquette</i>	Chicago-Grand Rapids
<i>Hoosier State</i>	Chicago-Indianapolis; Not on trains 50/51
<i>Illini/Saluki</i>	Chicago-Carbondale; Not on trains 58/59
<i>Hiawatha Service</i>	Chicago-Milwaukee
<i>Illinois Zephyr/Carl Sandburg</i>	Chicago-Quincy; Not on trains 3/4, 5/6
<i>Lincoln Service</i>	Chicago-St. Louis
<i>Texas Eagle</i>	Chicago-St. Louis Trains 321/322 only, not south of St. Louis
<i>Ann Rutledge/Mules</i>	St. Louis-Kansas City
West	
<i>Cascades</i>	Eugene-Bellingham
<i>San Joaquins</i>	Oakland-Bakersfield
<i>Capitol Corridor</i>	San Jose-Sacramento-Auburn
<i>Pacific Surfliners</i>	San Luis Obispo-Los Angeles-San Diego
Thruway Service	All services numbered 3000 through 6999 that connect with any of the permitted trains listed above.



Photo: Peter Finch

Stage Set for Bridge Replacement This Month

Crews working on the Thames River Bridge are completing the final preparatory steps before removing and replacing the bridge's lift span this month. Here, one of four counterweight sheaves, or pulleys, is hoisted into place by crane. Each one is 16 feet in diameter and weighs 77 tons. At each end of the lift span, cables will run through these sheaves connecting a counterweight box to the movable section of the bridge to raise and lower it 1,600 times per year as marine traffic passes underneath. Once the sheaves are in place, each counterweight box will be filled with concrete to a weight of 685 tons.

To communicate how service will be affected between New York and Boston during the four-day change-out, the company began an extensive outreach campaign in February to inform appropriate state and local leaders, passengers and residents of the upcoming construction and service disruption. The company has held numerous local meetings, sent written correspondence, produced an informational video and launched media relations and customer communications campaigns as part of the outreach effort. Information on travel options and details on the project and service disruption can be found on Amtrak.com through mid-June.

National Train Day (Opposite Page): (1) Board Chairman Donna McLean (R.) poses with Chicago art contest second-place winner Ben Peterson, 9, and his mom Senior Scheduling Officer Barbara Bruce. (2) Singer Sara Bareilles in Washington, D.C. (3) One of the celebrated Pullman porters greets a railfan in Chicago. (4) The World Classic Rockers are "accompanied" by a couple of kids at Chicago Union Station. (5) NBC's Al Roker (L.), who served as NTD spokesman, is joined by restaurateur B. Smith (C.) and Amtrak President and CEO Alex Kummant. (6) In Washington, D.C., a host of kids enjoyed the model train displays. (7) This young man in Chicago is mesmerized by the displays in the AmtraKids Depot. (8) Al Roker poses with Samantha Hall, 9, and T.J. Mazeika, 8, the Washington, D.C. art contest first- and second-place winners. (9) The Harlem Globetrotters ham it up for the cameras in New York Penn Station. (10) Emily Sandoval, 7, daughter of Reservations Sales Agent Jeannine Sandoval, is all smiles as the Los Angeles art contest winner. (11) Christopher Deranijo, 12, son of Bulletin and Assignment Clerk Evangeline Summers poses with his work at New York Penn Station. (12) Singer Drake Bell wows the tweener crowd in Los Angeles. (13) A young engineer-in-training enjoys the National Train Day festivities in Los Angeles.

A Day in the Life Through the Lens of an Engineer

Over the course of his decades-spanning career as a railroader, Charlie French has seen seven U.S. presidents come and go; the price of gas skyrocket from \$0.35 a gallon to more than \$4, and countless changes in the railroad industry.

“There have been many changes throughout my 39-year career,” said French, an *Empire Service* locomotive engineer, who will be retiring later this year. “Those changes include hours of service decreasing from 16 to 12, the creation of Amtrak on May 1, 1971, the creation of Conrail on April 1, 1976, and the takeover of Conrail by CSX and Norfolk Southern on June 1, 1999.”

French started in the business as a locomotive fireman in June 1969 with Penn Central and, after 17 years with Penn Central and later Conrail, he joined Amtrak in April 1986. Currently, he operates P-32 AC dual-mode locomotives and Amfleet equipment from Albany-Rensselaer to Penn Station in New York City, a 142-mile run over three different railroads — CSX, Metro North and Amtrak — each with different rules and timetables.

“As an engineer, I am responsible for the safe operation of the train and deal with numerous speeds, rules of operation and, of course, emergency situations,” French said. “Operating a locomotive requires an engineer to be alert at all times and aware of any changes along the route, which could affect the safe operation of the train.”

The only routine part about French’s days on the rails is that they are hardly routine. Obstructions on the tracks, trespasser incidents and summer track work all have an impact on each trip.

“Just this past week, our train hit a large fallen tree at 80 mph, which caused an hour delay,” French said. “Fortunately, no one was injured, but we did have some engine damage.”

French then sprung into action to warn other trains in the vicinity, notify the dispatcher to hold trains on adjacent tracks, and safely remove the tree from the locomotive and train. He and his crew also performed an extensive inspection of the train, including brake tests.

In the event of an incident involving a trespasser, like all locomotive engineers, French has to deal with the emotional aftermath as well as the post-event tasks. “An incident involving a collision on the tracks is one of the most difficult aspects of an engineer’s job,” he said.



Photo: Donna French

“These incidents are generally very stressful, and each engineer has to handle the emotional negative effects.”

French added that the seasonal track work that occurs each spring and summer also affects his daily routine. “Once the track work starts, several additional speed restrictions are added

to our daily routine of operation,” he said. “Working through areas like these requires even greater attention to details and keen observation as track workers and their equipment are on and around the adjacent tracks.”

Over the course of his railroad experience, French has witnessed several changes in equipment. When Amtrak took over operation of the *Empire Service* route from Penn Central in 1971, E-8 locomotives were the primary locomotives, and continued in service into the 1980s. In the mid-70s, the company took delivery of the first F-40PH locomotives, which were equipped with an electric 480-volt system to replace steam heat and generating systems. In 1995, Amtrak took delivery of 18 General Electric P-32 AC dual-mode locomotives, which replaced the FL-9s and Turboliners of the 70s. In the 1990s, Amtrak began taking delivery of P-40 and P-42 General Electric Genesis locomotives to replace the F-40PHs.

As for the future, French envisions a rosy outlook for his workplace of 22 years.

“I believe regional service of 500 miles or fewer is at the beginning of a renaissance,” he said. “As the cost of energy rises, and automobile and air traffic congestion increases along with ever growing environmental concerns, additional and improved passenger rail service appears to be the solution to many of these problems.”

French added his belief that states will become more involved and that Amtrak will have a vital role working with them to help establish much of this new service.

As he winds down his tenure as a railroader, French has a number of interests to keep him busy. The classic car and Harley Davidson motorcycle enthusiast is also the founding member of the Penn Central Railroad Historical Society and a member of the Berkshire Scenic Railway Museum. ■

Over the course of a 31-year railroad career, Charlie maintained a photographic diary of his travels, most of which occurred along the Albany-Rensselaer to New York Penn Station route. Below are a few recent remembrances from a decades-long stint on the rails. The backdrop photo is a night shot of Train 244 coming out of the Empire Tunnel waiting to enter New York Penn Station. All photos by Charlie French.



Train 235 approaches the Spuyten Duyvil Bridge in the Empire Division on Sept. 29, 2005.



Train 280 in Hudson, N.Y., travels southbound to New York Penn Station on Nov. 2, 2007.



Train 448 passes the former Chatham, N.Y., station on March 26, 2006.



Train 235 at Croton, N.Y., travels northbound en route to Albany-Rensselaer, N.Y., on Dec. 13, 2007.



Northbound Train 63 arrives at Hudson, N.Y., on March 17, 2007.



Trains 244 and 448 wait at the Albany-Rensselaer Station to depart on May 16, 2008.



Train 63 departs New York Penn Station northbound off track 9 en route to Albany-Rensselaer, N.Y., on April 19, 2008.



Safety a Year-Round Commitment

June is National Safety Month, and all across the country individuals and organizations are focusing their attention on such issues as eliminating slips, trips and falls in the workplace to preventing accidental poisonings. But, for Amtrak employees, June is but one month in a continuous daily dedication to workplace and railroad safety.

For its commitment, the company has been the recipient of awards recognizing safety accomplishments. Last month, at a Washington, D.C.



Photo: Mark Meana
(L.-R.) Mid-Atlantic Division General Superintendent Steve Alleman, NTSB Chairman Mark Rosenker, Chief Mechanical Officer Vince Nesci, and Transportation Vice President Richard Phelps share a moment at the E. H. Harriman Awards Ceremony.

luncheon, the E.H. Harriman Awards Institute presented Amtrak with a 2007 E.H. Harriman Award as the most improved among Class I railroads in terms of reducing FRA-reportable injuries. In fact, when the company began using the Amtrak Safety Information System in 1996, the number of FRA-reportable injuries and illnesses was 5.0 per 200,000 hours worked; today it is 2.4.

At that same ceremony, Bernard "B.L." Campbell, assistant superintendent, Mechanical, Mid-Atlantic Division was presented a certificate

of commendation as a 2007 nominee for the Hammond Award, which recognizes individual safety achievements.

Individual employees are also past and present winners of the Dr. Gary Burch Memorial Safety Award, presented by the National Association of Railroad Passengers to those who contribute most to the safety of railroad passengers. Amtrak Police Detective John "Jake" Mumford received this year's award; the ninth Amtrak employee to win in the award's 14-year history.

Receiving such accolades begins with a safety-first philosophy backed by programs and initiatives designed to achieve results. One such program involves study groups employing a risk reduction process with assistance from Liberty Mutual Insurance Co. and tailored to Amtrak railroad operations.

"The study groups are fundamentally different from the usual groups assembled to solve a problem," said Peter Hall, regional safety officer, who facilitated studies in the Central, Southwest and Pacific divisions. "They are cross-functional teams with representatives from all local crafts and services."

"With this process, we examine a single activity — coupler renewal, for example," said Tom McCann, regional safety officer. "We then develop a list of concerns which, in this case, could include injuries to hands from pinch points when shifting the couplers on the fork. We then quantify the risk. The next step is to

look at each high-risk concern and try to determine why it exists in terms of how elements of the working environment, employee and passenger capabilities, and their motivations combined to create the high risk."

McCann added that the groups then make recommendations for solutions and develop a measurement process to track progress.

Currently, the Pacific Division is using this process to address the problem of signal compliance. Of the 57 stop signal violations over the past three years at Amtrak, 15 occurred in that division. A study group of six engineers and three conductors examined the processes and identified systems and behaviors aimed at reducing the violations.

"We found that the stop signal process has three basic factors: acknowledge, communicate and teamwork," said Steve Shelton, Bay Area district superintendent. "The engineer must see, recognize and



Photo: Mark Meana
Hammond Award nominee Bernard "B.L." Campbell poses with NTSB Chairman Mark Rosenker after receiving his certificate of commendation.

acknowledge the signal, call the conductor, reduce speed, set some air,

continued on page 12

Service Standards Manual Revised

With the support and cooperation of a number of employees from the Transportation and Training departments and numerous other groups within the company, the “Service Standards: Manual for Train Service and On-Board Service Employees” has been restructured and reorganized. Under the supervision of Director, Service Standards and Operations Monika Sloane and Program Manager, Technical Specifications Russell Fox, some of the chapters have been completely rewritten and reorganized, while others have been updated and consolidated in order to make the manual easier to use.

According to Sloane, “There are five major changes to the manual’s organization: the removal of redundant and/or outdated information, combining chapters which have common elements, moving materials which generate a lot of questions into separate chapters, using bold text to assist in locating items, and placing forms into the appropriate section of the chapters where they are discussed.”

Issued in April, the revised manual contains all Operation Standards Updates (OSU) up to and including OSU 08-06, dated March 14, 2008. Employees are no longer required to carry OSUs that were issued previous to OSU 08-07.

Sloane added that the corporate policies and employee programs that were previously included in the manual are now part of a new standalone “Policy Resource Booklet.” The materials in this booklet are applicable to all employees regardless of job category and are available through Western Folder.

The booklet contains those chapters that were included in the previous version of the manual: Standards of Excellence, Business Diversity, First Amendment Activities, Employee Support and Awareness Programs and National Attendance Policy.

An electronic version of the new manual and booklet are available online at Amtrak’s Customer Service Web site, <http://customerservice.amtrak.com>, and on the company Intranet under “Library.” ■



Focus on Training

continued from page 5

training, the most valuable part of the Trainmaster program was learning about on-board service activities. I learned so much about our service standards and the challenges that on-board crews face. I’m definitely better prepared to do my job.”

Outside of Wilmington, the Mid-Atlantic Division continues to conduct its own Multi-Craft Skills Enhancement Training, also known as “training trains.” While the program has previously been conducted with *Northeast Regional* equipment, 2008 marks the first use of an *Acela* High Speed trainset.

“Basically, we put operating crews and train dispatchers in

unusual situations using real equipment in the real world,” explained Mike Sherlock, acting general superintendent, Mid-Atlantic Division at the time of the training session. “The Washington High Speed Rail group was extremely supportive in helping us reinforce classroom training to make sure everyone knows what to do out on the railroad.”

Managers and craft employees from T&E, Station Operations, OBS, Mechanical and Dispatching take part in the process. Students are tested in everything from identifying and troubleshooting mechanical issues prior to departure, to deploying emergency stairs, to addressing FDA food-service concerns.

During the inaugural high-speed training train session on April 26, Train 168 sustained pantograph damage and could not proceed. The training train was dispatched to pick up 360 passengers and carry them on to New York.

“We suspended our exercise to assist the train and the crew performed beautifully,” said Sherlock. “They had just trained on deploying emergency stairs for this very situation and were called in to help stranded passengers. It really showed the value of our real-world training and reinforced to the crew why they need to be prepared for any situation.” ■

Employee Nominated for Top Environmental Award

Oakland Facility Engineer Robin Reynolds was one of five finalists for the John H. Chafee Environmental Excellence Award, which is given each year by the Association of American Railroads to the industry employee who contributes most to environmental achievements. AAR President Ed Hamberger (L.), with FRA Administrator and Amtrak Director Joseph Boardman (R.), presents Reynolds with a plaque at the awards ceremony in Washington, D.C., on April 23.

Reynolds was nominated for his work initiating an Overhead Light Energy Saving Project at his facility, which will save more than 175,000 kilowatt hours per year. He was also involved in efforts to upgrade the Industrial Wastewater Treatment System and made contributions to the construction of secondary containment for trucks at the diesel fuel and oil tank farm areas. ■



Photo: Courtesy of AAR

Safety a Year-Round Commitment

continued from page 10

reduce the throttle and leave room for safe stopping.” As a result of the study groups’ efforts, the amount of time devoted to simulator training has increased from two hours to 20, with some simulators programmed to duplicate landmarks and signals. In addition, monthly check-rides take place with newly promoted conductors with less than one year of service or those who have sustained a rule violation.

Similar study groups have convened in other areas. A Central Division group recently employed the risk reduction process to examine the challenges of enabling a train to depart Union Station in Chicago without incident or delay. A group in the Southwest Division also looked at the risks associated with too much carry-on luggage aboard *Pacific*

Surfliner trains. In the Southern Division, a study group examined ways to eliminate slips, trips and falls on Superliner stairs.

As these teams examine a host of potential injury risks, the Chemical Task Force (CTF) is singularly focused on the selection of chemical products and investigating concerns about chemical safety and effectiveness. Task force members represent a cross-section of departments and regions, including Purchasing, Mechanical and Environmental Health and Safety departments.

“We are tasked to provide Amtrak with cost-efficient, effective chemicals that are safe as possible for both our employees and passengers and do not significantly impact the environment,” said Barbara Brill, director, Industrial Hygiene and CTF member.

The approved chemicals must be used only for the specific tasks for which they have been approved, at the proper concentration for the job, following prescribed procedures, and using appropriate personal protective safety equipment.

In establishing whether a new chemical product is suitable for use, CTF evaluates the intended use conditions of a chemical product, compares the new product to any products currently in use for the same purpose, and reviews the product’s Material Safety Data Sheet and other supplier provided information.

Following the review, a product is approved for use, approved for test use or disapproved. CTF then generates an “Approved Chemical List” and “Approved Lubricant List,” which are posted on the Intranet. ■

Coast Starlight Named Train of the Month

Coinciding with its much-anticipated re-launch, the *Coast Starlight* has been named “Train of the Month” for June. Despite the massive landslides in January that suspended service on the route and the resumption of normal operations between Los Angeles and Seattle just last month, the *Coast Starlight* is being re-launched on June 10, complementing the route’s picturesque scenery with upgraded on-board amenities.

“With stops that connect us to such West Coast signature cities as Portland, Sacramento and San Francisco, we think this is the only way to see the country,” said Dee Mason, senior director, Product Management. “But, what ultimately sets the *Coast Starlight* apart is our commitment to providing personalized service and we hope these upgrades set a new standard in rail travel.”

Sleeping car passengers aboard the *Coast Starlight* are treated to a pre-boarding reception in the majestic mezzanine area of Los Angeles Union Station that includes complimentary coffee, juices and soft drinks, on-site ticket collection and immediate baggage handling. Once aboard, Sleeping car passengers can take advantage of the refurbished Parlour cars, each staffed by a full-time service attendant.

On board, Sleeping car passengers may enjoy for purchase an exclusive wine and cheese tasting event featuring four regional wines and four artisan cheeses, specialty coffees, appetizers, beverage service, complimentary library and board games, and a Parlour car theatre.

Inside the accommodations, passengers may take part in a welcome aboard celebration with sparkling wine or cider and fresh fruit, and enjoy new and upgraded towels and blankets, a personal amenities bag and in-room meal and beverage service.

Even Coach passengers experience more attentive and personalized service. New and larger complimentary pillows are available and new blankets will be on sale at an affordable price. Coach passengers may also avail themselves of at-seat meal and beverage options and pass the time in the *Coast Starlight* Arcade car.

In addition to advertising and promotions to support the re-launch, potential travelers will learn about the upgraded *Coast Starlight* amenities when they speak to reservation sales agents and travel agents, thanks in part to the internal marketing campaign known as Train of the Month. The objective of the campaign is to educate employees on the features and benefits of the “Big Six” trains that make up the Marketing department’s FY ’08 Route Performance Improvement program: *City of New Orleans*, *Auto Train*, *Coast Starlight*, *Hiawatha Service*, *San Joaquins* and *Northeast Regional*. The *City of New Orleans* was highlighted in April; the *Auto Train* last month. The *Hiawatha Service* will be featured in July, following by the *San Joaquins* in August, and the *Northeast Regional* in September.

“Our primary focus is to help make call center agents and travel agents better informed about a train,” said Ron DeShields, manager, Mid-Atlantic Reservation Sales Call Center. “This is a training tool that ultimately provides them with more opportunities to sell or upgrade services.”

The anticipated outcome is an increase in revenue and ridership. For example, the *City of New Orleans* showed a 17 percent increase in revenue over last year at MARSCC in Philadelphia, and a 2 percent increase at WRSCC in Riverside, Calif., for April. Additionally, a promotion enabling Amtrak Guest Rewards® members to earn a 25



Photo: Dan Engstrom

The Parlour Cars aboard the *Coast Starlight* underwent a \$2.5 million overhaul that includes an exclusive new menu, newly installed HVAC, and high-definition monitors and speakers in the lower-level theatre.

percent point bonus for travel on the *Auto Train* resulted in a whopping 2,270 registrations in May, according to Vicky Radke, senior officer, Loyalty Marketing.

The call center agents and travel agents are briefed by route product managers and subsequently quizzed on a number of features related to the “Big Six” services, including upgraded dining car services, special equipment, interesting sights along a specific route, different types of sleeping accommodations and special promotions. During the month of June, for example, Amtrak Guest Rewards is running a “double points” promotion, during which members can earn double points for travel on the *Coast Starlight* from June 1 through June 30.

The Train of the Month program rewards the call center agents for their efforts to increase ridership and revenue aboard the “Big Six.” Each month, Apple iPods are awarded to the call center agents — one in Riverside, Calif., and one in Philadelphia — who tally the highest ticketed revenue.

Train of the Month is a collaborative effort among Product Management, Marketing, Loyalty Marketing, eCommerce, the Western and Mid-Atlantic Reservation Sales Call Centers and the Travel Agent Sales Center. ■

Promotions in Motion

Movie Sweepstakes to Run Through June

Amtrak is partnering with New Line Cinema to promote the July 11 release of "Journey to the Center of the Earth," based on the classic Jules

Verne novel. The promotion includes a sweepstakes, placemats, counter cards, seatbacks and a 3-D corporate screening of the movie in the Washington, D.C., area for more than 100 employ-

ees. Counter cards and seatbacks will be placed in more than 90 stations nationwide to advertise the sweepstakes and the release of the movie.

No purchase is necessary for the sweepstakes, which is open to persons 18 years and older, and runs from May



16 through June 30. The grand prize winner and one travel companion will receive a four-day, three-night trip to Reykjavik, Iceland. The package includes two round-trip airline tickets, hotel accommodations with breakfast, ground transportation between the hotel and airport, a rental car and two 66° North jackets. For more information log on to www.amtrak.com/Journey.

Amtrak will provide the first prize of two round-trip tickets anywhere Amtrak travels in the United States, an Amtrak picnic basket and collectible blanket. Twenty-five "Journey to the Center of the Earth" movie posters will be awarded as second prizes.

Take Capitol Corridor to S.F. Pride

Amtrak is partnering with the Capitol Corridor Joint Powers Authority to offer a 20 percent discount on *Capitol Corridor* service to the 38th Annual Gay Pride Celebration and Parade in San Francisco on June 28 and June 29. One of the world's largest gay pride events, it attracts up to one million

people who come to watch the parade, attend the festival and patronize businesses.

"For those living in the East Bay or Sacramento

areas, this is the easiest, greenest, and most economical way for those coming to San Francisco," said Ric Ewing, Field Marketing, San Francisco. "By taking Amtrak, passengers can reduce their carbon footprint while avoiding \$4-a gallon gasoline and San Francisco's notorious parking problem."

The 20 percent offer is valid for sale through June 30 and valid for travel between June 27 and June 30. The trip is only bookable through ticket offices, Amtrak.com or capitolcorridor.org.



Front Line Focus

Dear Amtrak:

... I was traveling from Cleveland to Washington, D.C., when [a piece of] granola bar that I mixed with my yogurt ... got lodged in my throat. I was unable to talk and unable to get a good breath in. My family was hysterical and I was getting close to passing out. The [Lead Service Attendant] Robert Goodall was very quick to come to my assistance [to help] dislodge the food and calm my family and me down.

This man's quick thinking and training ... saved my life. He was very humble about the ordeal. I sure hope this letter is received by the right persons to ensure that he receives recognition for his great help.

Sincerely,
Capitol Limited Passenger

Dear Amtrak:

I am writing in regard to your employee, Peggy A. Lyon, a train attendant [on the *Coast Starlight*]. In the past two years, I have made three round trips from Eugene, Ore., to Oceanside, Calif. Each time I was on Peggy's train. She should be commended for her most kind and considerate attention to me on each trip.

I am quite hard of hearing in addition to having a lot of steel in my left ankle and left wrist. Peggy watched me as I went up and down the steps to the restroom, and paid special attention to me as I left the train and re-boarded at the stretch stops.

I am looking forward to my next trip on Amtrak.

Sincerely,
Coast Starlight Passenger

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries May 2008

BANKS, JEFFREY
BEHRLE, JANICE
BLAND, RORY
BRYSON, J.
BUSBEE, JOHNSON
CARSWELL, HERBERT
CLARK, ROBIN
COLES, DIANN
CROWDER, DEBRA
CRUICKSHANK, JEFFREY
DAVIS, DELORA
DAWSON, KALYNN
DENNO, HARRY
FALKENSTEIN, JAMES
FOXWORTH, ORLANDO
FRAZIER, FRED A
FREDRICK, LEONARDO
FRIEND, EARL
FUSCO, MARIA
GOODMAN, SHERYL
GRIFFIN, AMY
HAMILL, PATRICE
HAMPTON, GAIL
HEDRICK, RHONDA
HOLDER-RYALES,
SOPHIA
HOLMES, PATRICIA
IRVING, ROBERT
LEWIS, LAJEUNE
LISBY, DARLENE
MADER, JANIS
MARTIN, RAYMOND
MCDANIEL, JAMES
MERINO, JAIME
MORRIS, JAMES
MURPHY, EDWARD
O'ROURKE, DENNIS
PAOLINI, ROGER
PARK, KYONG
PARKER, MICHAEL
PATTERSON, GERALD
PLATT, ALLEN
PRZYWARA, SHARON

RAINEAR, GENE
REESE, GEORGE
RODRIGUEZ, ROY
SALOMON, RICHARD
SAMPSON, CORELL
SCHELL, VALERIE
SCOTT, LORI
SHOOK, JOHN
SINCLAIR, WILSON
SMITH, ALBERT
SMITH, THEO
SMITH, VICTORIA
STEWART, IRKIM
TORPY, ROXANE
TURNER, FLOYD
WHEELWRIGHT, ROGER
WOJCIK, DONNA
WRIGHT, JAMI

25-Year Anniversary May 2008

ANGOTTI, CHARLES
CAMPBELL, MARK
CARPINONA, ROCCO
DEAL, LEWIS
EDELE, MICHAEL
ENGEL, ROBERT
GAYLE, EDLEY
GAYLE, ORETTA
GILLARD, KYLE
GRIFFITH, ROBERT
HANNAH, WILLIAM
HEDMAN, PETER
HOWE, WILLIAM
JONES, DONALD
KATT, GERARD
KNEPP, WAYNE
MAYNARD, FLOYD
MCNAMARA, THOMAS
MYERS, WILLIAM
PALMER, ANDREW
PISANI, DANIEL
PRISCO, SALVATORE
REBERGER, JEFFREY
ROBINSON, BRAMWELL

ROQUE, ARTURO
SMITH, JAMES
SUPAK, MARK
THOMPSON, BOBBY
WEIGLE, VINCENT
WHYTE, CHARLES

30-Year Anniversary May 2008

ARNOLD, DONALD
BAUCUM, INEZ
CLARK-WALCZAK,
NANCY
CLEMENTS, PAUL
CORNELIUS, BENNETT
DILLON, PETER
FLETCHER, KENNETH
GIBSON, LARRY
GIBSON, TIMOTHY
HALL, SHERMAN
HOPSON, WILLIAM
HYTEN, BRUNO
MAGANA, GONZALO
MCCRAY, DIANA
MEEK, SCOTT
MYERS, JOSEPH
ROBERTS, LARRY
ROBLES, EDWARD
SZYMCAK, VINCENT
WESLEY, JUDY

35-Year Anniversary May 2008

ANDERSON-BRYANT,
DIANA
BUNTEN, EDWARD
CIESLA-DEANGELIS,
KAREN
DONERY, TIMOTHY
GALLELLO, FRANK
GAUGHAN, BRUCE
HUCK, ROBERT
HUGHEY, TERESA
JEFFERSON, DAVID
JOHNSTON, BETTY

KAMROWSKI, ROBERT
MARSHALL, DAVID
MCDANIEL, LAMAR
OLSON, KENNETH
POLLIN, DONNA
REINER-DEUTSCH, PHILIP
SIMPSON, JAMES
STAGI, SHARYN
STEEN, SANDRA
WALLENBERG,
RANDALL
WILLIAMS, LORENZO
YARBROUGH, DAVID

Retirees April 2008

BROOKHART, MARILYN
ANDERSON, WILLIAM
BACHERS, JOHN

BIANCHI, LOUIS
CASTILLO, RICHARD
DUNN, RAYMOND
FLANAGAN, JAMES
FRITTER, STEVEN
CARLOS, JUAN
GOSNELL, FLOYD
KELLIHER, ROBERT
SMITH, BARBARA
LOOBY, TIMOTHY
MARLOWE, MAVIS
NEATON, WILLIAM
NORMAN, JOHN
WIGDORSKI, RAYMOND

Did you know...

52%

more than half of Amtrak* employees do not actively participate in our retirement savings plan?

Did you know that nearly eight in 10 Americans don't have a detailed, formal retirement income plan?

DON'T BE A STATISTIC!

It's up to you to save and invest in your future! Join the Amtrak 401(k) Retirement Savings Plan because:

- You can increase your take home pay ... really.
- The company match can help your investments grow.
- An automatic payroll deduction makes it easy to save.
- Most of your plan's investment choices are managed by professionals.
- Most plans allow access to your contributions in an emergency.
- Account services keep you informed.
- Your money can go with you to your next employer.

77%

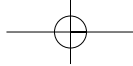
Don't get lost in the numbers; enroll in the Amtrak 401(k) Retirement Savings Plan today! Log on to www.mysavingsatwork.com/amtrak or talk to a Fidelity Retirement Services Specialist at 877-477-AMTK (2685) about the plan and how you can build your comprehensive retirement strategy.



Smart move.™



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This Month in Amtrak History

JUNE

June 14-16, 1991

The newly renovated 30th Street Station in Philadelphia is celebrated.

June 3, 1997

Service begins to the resort city of Palm Springs, Calif., with a new station on the *Sunset Limited* route.

June 15, 1999

Amtrak returns to Oklahoma with a daily Fort Worth-Oklahoma City train, soon to be named the *Heartland Flyer* by the winner of a statewide school contest.

June 11, 2004

Empire Builder celebrates its 75th anniversary. Amtrak holds special events along the route and issues a commemorative poster.

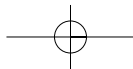
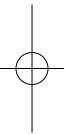
Coming Next Month: Look for the summer issue of Amtrak Ink (combined July and August issues) in August.



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A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 7 • July - August 2008

Thruway Service Drives Ridership on Trains

**Service Re-Launch Aims
to Improve Customer
Experience**

**OSSSO Adds Crisis
Management Teams at
Key Stations**

Coach America bus driver Richard Muise collects tickets from Thruway passengers at the Bakersfield station.

AMTRAK® i n k

Vol. 13, Issue 7, July-August 2008

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Why is passenger rail important to your city?



Mayor Douglas G. Johnson, Bryan, Ohio
“In a time of rising gas prices, our citizens depend on Amtrak as an affordable alternative to driving. We also rely on Amtrak to help bring people to Bryan!”



Mayor Johnny L. DuPree Ph.D., Hattiesburg, Miss.
“The railroad industry has always been a vital part of sustaining the Hattiesburg economy, stretching from World War II to our present day society. It is imperative that the City of Hattiesburg continues its relationship with Amtrak because of its dedication to provide affordable transportation.”



Mayor Fred Diehl, Osceola, Iowa
“Two reasons — we need better, more efficient transportation across the country. It’s good for our town. We’re in the process of upgrading our station. We’re the busiest station in Iowa with people coming from all over.”

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FPO FSC Logo (Horizontal)

train of thought

Never in Amtrak's history have the stars been more aligned for passenger rail to flourish. Given the current climate, the prospects for passenger rail growth are excellent and it is up to us and policymakers to seize the opportunity.

All of the elements that we've spoken about for months — high gas prices, air and highway congestion, concerns about carbon dioxide emissions, among other factors — are driving up Amtrak's popularity. Local, state and federal support for more and better passenger rail is palpable, and for the first time in eight years it looks like Congress may pass a reauthorization bill that would help us move forward.

We are in a solid position to close out the year with record-setting ridership and revenue numbers, with sustained growth in all areas — long-distance, state-supported and corridor, and Northeast Corridor services. Despite the floods in the Midwest and losses associated with shifting the dates of the installation of the Thames River Bridge span on the Northeast Corridor, we were up 12 percent in ridership and revenue in June. At the end of June, we had carried approximately 2 million more passengers in FY 2007 than we had over the same period last year.

While corridor trains are performing exceedingly well, those who think long-distance trains are a thing of the past may be interested to know that bedroom peak factors in June were at 90 percent, and roomettes were 92 percent full.

We all know about high gas prices and frustrations with air travel driving more people to rail travel, but some of the improvements we've made are also contributing to Amtrak's appeal. Evidence of that is the rise in Customer Satisfaction Index scores from May (the most recent numbers available as of this writing), which were up 5 points over last year. What's even more noteworthy about the score improvements is that we saw increases in every category but for restroom cleanliness, which was flat with last year's reported level of satisfaction. The *San Joaquins*, one of the services targeted in the

Route Improvement Project, showed a jump of 11 points over last May.

The two service re-launches this summer should also boost ridership. It was just a few months ago that the route of the *Coast Starlight* was under the side of a mountain.

Following a re-launch of the service with Pacific Parlor Cars and enhanced amenities in June, the service is doing extremely well.

The recent re-launch of what we used to call *Regional* service aims to boost ridership as well. Now known as the *Northeast Regional*, the service includes changes to the café cars, new menus, en route cleaners and an extensive ad campaign.

Naturally, the future also poses major challenges, including securing funds for capital investments. While we face a future with more potential than ever, we're also hamstrung. We are tackling rising costs — the rising cost of energy is taking a bite out of revenue — rising demand and a shortfall in capacity. Something's got to give.

The future of our growth lies squarely in the procurement of new equipment and the return to service of our stored assets. We currently plan to add 15 Amfleet cars to the mix in FY '08/'09, but that's just a start. If we don't add capacity, we won't grow — it's just that simple. In addition, we need to realize the full potential of the Northeast Corridor by investing in the infrastructure to achieve major trip time reductions on the route. Investments in freight infrastructure are also necessary to help alleviate bottlenecks that plague our on-time performance on many routes.

No matter what our challenges and opportunities, we must confront them together. Our success begins and ends with you. Help me make the case for the investments we need by showing the world that Amtrak's workforce is the best.



Alex Kummant



Photo: Jim Lewis

O'Connor Earns Fourth Star

Veteran officer John J. O'Connor was named chief of police for the Amtrak Police Department and awarded his fourth star by Chief Operating Officer Bill Crosbie at a ceremony in Washington, D.C., on June 12. Previously, O'Connor was chief of patrol. He leads APD through an evolutionary stage as new officers are continually recruited to expand the force's presence. A strategic shift and expansion of the department's K-9 teams is underway as well. Physical Fitness Standards are also being developed along with the implementation of a Wellness Program to ensure officers are fit enough to perform their jobs safely and effectively.

Service Re-Launch Aims to Improve Customer Experience

After eight months of collaborative effort, the Northeast Corridor's *Regional* service was re-launched on July 13 with a multifaceted plan to deliver increased customer satisfaction as well as a new brand name and logo.

The *Northeast Regional* re-launch project, one of the six FY '08 Route Performance Improvement action plans, is reminiscent of the NEC-*Acela Express* Service Improvement Program, which combined an integrated marketing campaign with an intense focus on customer service, performance management and improved food and beverage service. The project's business goal is to increase ridership and revenue for the trains without having a negative impact on *Acela Express* service, which travels the same route.

"The combined effort and full cooperation was evident in the accomplishment of a number of items," said Pat Pietrantonio, director, Product Management - East.

Mechanical forces outfitted 36 all-table café cars with new seat cushions, exterior decals, interior branded cityscape artwork, and large poster frames to advertise new menu items and promote *Northeast Regional* and other services. Transportation paved the way to include eight en route coach cleaners to improve Customer Service Index cleanliness scores.

Additionally, NEC Service Operations repositioned all café cars in the middle of the consist to improve passenger access and is implementing a new and comprehensive method to establish and measure customer-centric behaviors. Food and Beverage designed a new *Northeast Regional* café car menu that includes fresh sandwiches, healthy food options and a number of brands popular along the Northeast Corridor.

The Market Research team conducted focus groups on the logos, advertisements and Business class amenity options. Pricing and Revenue Management implemented new tactical pricing offers, adjusted all city pair fare buckets, and introduced a 5 percent fare increase.

According to Emmett Fremaux, vice president, Marketing



and Product Management, taking *Northeast Regional* to a higher level this fiscal year has been made possible by critical investments over the past several years in the NEC infrastructure and in Amfleet I rolling stock.

"The Operations branch departments — which have improved on-time performance, reduced trip times and greatly improved fleet uniformity with standardized Capstone Coaches and refurbished Business class cars — provide the foundation for delivering consistent product and service quality that is essential to sustain any market benefit," he said.

To help shape the new product identity, the Product Management team, which is leading the overall effort and coordinating the re-launch, kicked off an integrated advertising campaign that includes newspapers and business journals, outdoor gas station and bus placements, Amtrak Guest Rewards® smart messaging and online/search media.

"Enhancing the image of the service — Amtrak's largest product line, with more than 7 million annual riders — and establishing the new *Northeast Regional* brand name, with a logo and product identity distinct from *Acela Express*, is a key step in the FY '08-FY '13 Northeast Corridor business strategy," Fremaux said. ■



Photo: Monika Sloane

Acela First Class Meals Get Makeover

Daniel Malzhan (L.), manager, Product Development, Long Distance Services, and Tim Costello, manager, Product Development NEC and State Supported Trains, brief members of the Amtrak Customer Advisory Committee on the proposed changes to the Acela Express First class meal service slated for October.

OSSSO Adds Crisis Management Teams to Key Stations

The Office of Security Strategy and Special Operations (OSSSO) has begun an expansion of its Station Action Teams (SAT), adding six locations across the system. The cross-functional teams, consisting of Amtrak personnel, local first responders and other stakeholders, aim to ensure that key stations are prepared to respond to and recover from attacks or natural disasters.

“A Station Action Team is essentially a crisis management team put in place to focus on a single station and improve its security posture,” explained Dave Smith, senior SAT coordinator. “It’s an effort to coordinate the community of interests at that station and minimize the impact of an emergency on our employees, passengers and business.”

Facilities selected to have SATs are those considered high-risk locations. Currently, SATs are in place or forming at 10 locations: Baltimore, Boston, Chicago, Harrisburg, Pa., Los Angeles, New York, Philadelphia, San Diego, Washington, D.C., and Wilmington, Del. The six new locations are Albany, N.Y., Newark, N.J., Oakland, Sacramento and San Jose, Calif., and Seattle. Smith says all 16 SATs should be operational by the end of October.

While SATs exist at the key facilities mentioned above, all stations and work locations, regardless of their size, are required to have an emergency plan as stated in Section 3.6 of the Amtrak Policy and Instruction Manual.

“Each station or facility manager is responsible for their respective plan, which is filed with our group,” said Larry Beard, senior director, Office of Emergency Preparedness. “We support facilities by making sure all the bases are covered and it’s clear who will do what in an emergency. Annually, we

request that each location updates and practices its plan as needed. At facilities with an SAT, these emergency plans become part of the overall Station Action Plan developed by the SAT coordinator.”

OSSSO employs 10 SAT coordinators to create and manage the teams, which may include as needed local Amtrak police officers and other employees, local law enforcement, firefighters, station owners and other critical internal and external stakeholders. Each team then identifies potential threats at a station and creates a Station

Action Plan that outlines crisis management procedures for a variety of emergency situations. The plans are very thorough and include communications strategies, security procedures, evacuation plans and train operation guidelines.

The SATs also bring some very sophisticated methods and advanced technology to the stations. First, the Homeland Operations Planning System, or HOPS, analyzes vulnerability to attacks from bombs, chemicals and other weapons. A Full Spectrum Integrated Vulnerability Assessment — used by the U.S. Department of Defense — further evaluates potential risks. Finally, a Digital Mapping System creates an electronic, 3-D record of the entire facility. This allows first responders to see the layout of a particular area before entering into an emergency situation.

Smith emphasized that while SAT coordinators are employed by OSSSO, they are still very much a part of their respective divisions. Coordinators

work closely with division general superintendents and employees from the Transportation, Mechanical and Engineering departments. “We want input from and collaboration with everyone,” Smith explained.

Another tool for SATs being added soon is Pedestrian Flow Simulation.



Photo: Josh Raymond

Members of the Station Action Team for Washington Union Station, led by SAT Coordinator Charles Sweeney, discuss station security strategy.

This technology simulates how the flow of people will be affected by different circumstances inside a station.

“This tool will be incredibly valuable not only for security purposes, but for other departments within the company,” said Bill Rooney, vice president, OSSSO. “It can also help figure out how waiting areas and boarding processes can be made most efficient. That’s key at a station that serves tens of thousands of people every day.”

SATs are just one part of the security mix in place across the system. OSSSO launched Mobile Security Teams to screen passenger baggage on the Northeast Corridor in February and is planning to deploy squads on the West Coast in the fall. A range of other front-line and behind-the-scenes security measures are in place as well.

“Our goal is to minimize risks in a smart, efficient manner without impacting the company’s ability to run trains and generate revenue,” continued Rooney. “That’s true of everything we do, not just the SATs.” ■

Alleman Brings Fresh Perspective to Mid-Atlantic Division

Amtrak Ink recently met with Steve Alleman, who assumed the role of general superintendent for the Mid-Atlantic Division on June 1, to gain insight on his approach to leading the division and his vision for the future.

Amtrak Ink: You've been with Amtrak for more than 30 years and held a variety of positions including general manager of the former New England Division, program director for High Speed Rail and senior program director for Fire and Life Safety. In addition to your most recent position as deputy chief engineer of construction, how will your experiences benefit you as general superintendent?

Steve Alleman: My previous jobs have allowed me to become very familiar with operations, which is critical in this role. And running a smaller division was a helpful learning experience. But I've also spent the last five years outside of the Transportation department, which allows me to look at our processes more objectively.

AI: What are your top priorities for the Mid-Atlantic Division?

SA: I want the division to become more focused on business processes and operating metrics for everything from fuel usage to boarding procedures. We're also creating labor-management teams that will figure out how we can carry out our jobs better.

Another major focus will be on-time performance in stations and terminals. We're going to really evaluate departures and dwell times at stations to figure out why we have unexplained delays — do we need to manage the process better or do we need to add time to the schedule? Station managers are already on the platforms identifying these issues.

AI: Outside of better and more efficient operations, what are the biggest opportunities for improvement?

SA: Our partnerships with the VRE and MARC commuter railroads can be improved. I want to work with them to make sure both sides are meeting contractual obligations and we're going to help MARC get started on projects they have planned that will benefit Amtrak.

We're also going to formalize and implement a succession planning program. We're going to identify candidates



Photo: Josh Raymond

for leadership positions and increase their training and responsibilities to make sure they're prepared. I truly believe this will strengthen the company in both the short and long term.

AI: What about challenges for the division?

SA: There are a couple different challenges on the horizon, but I see them as opportunities as well. We have the major renovations going on at the Wilmington station, which requires managing the construction process and minimizing inconvenience to passengers. But the results will be well worth it.

We'll also be the first division to put in the new server-based CETEC dispatching system, a major change that will allow us to be much more flexible. Finally, we need to figure out how to better accommodate the Engineering department. We need to provide them with enough track outage time to perform their jobs effectively. ■

Growing Interest in State Partnerships

With success comes attention. That theory has certainly been proven over recent years as the State and Commuter Partnerships group has been inundated with requests from states to study the potential for service. Amtrak is currently in discussions with 28 states for new or expanded service, many of which are already partners.

Rising auto fuel costs, increased traffic congestion, more expensive airline travel and rising concerns about carbon dioxide emissions are all contributing to the growing interest in passenger rail. Additionally, at press time, a joint conference committee is reconciling differences between Amtrak reauthorization bills recently passed by the U.S. House and Senate. Both allocate federal matching funds for state investments in passenger rail over the next five years. The final bill, expected at summer's end, should further increase interest from states.

"This is an incredibly exciting time because of the growth potential," said Anne Witt, vice president, Strategic Partnerships. "We could potentially double ridership over the next five to 10 years, which means expanded service, a better financial situation, new jobs and promotion potential for employees."

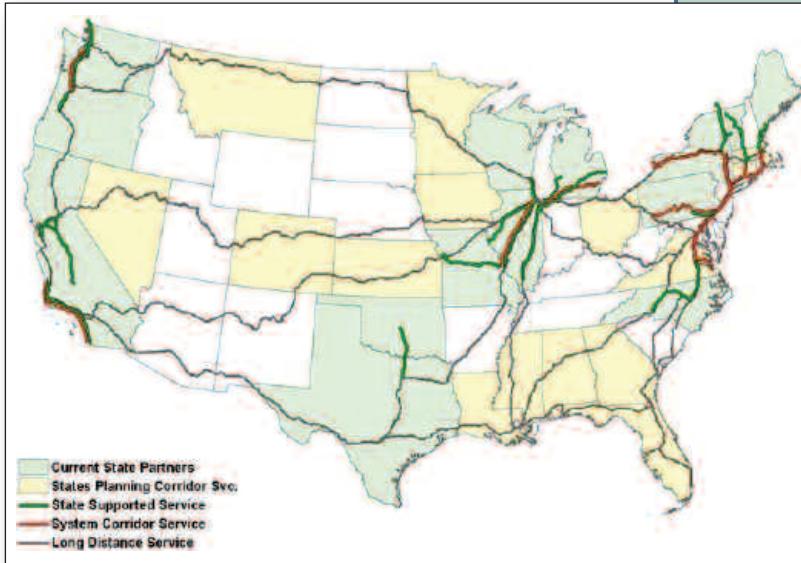
According to Witt, California, Illinois, Maine, North Carolina, Pennsylvania, Washington and Wisconsin are among the company's strongest state partners as shown by their commitment to maintaining and increasing train service. Each has invested its own money in equipment and/or infrastructure as well as staff devoted to rail management.

Aside from rising gas prices and environmental concerns, Witt credits these successful state partnerships for the increased interest from other states. Illinois, for example, had remarkable success expanding service in early 2006.

"There was a groundswell of passengers, local communities, universities and legislators pushing for more frequent Illinois routes," said Mike Franke, assistant vice president, State and Commuter Partnerships - Central. "There was such strong demand that we doubled the service within a period of six months, which is unheard of. We had to hire and train front-line staff and get equipment in a very short time frame."

Demand for passenger rail in Illinois was further illustrated when a proposal to eliminate Amtrak funding in June as a part of a plan to balance the state budget was withdrawn after strong public opposition.

Feasibility studies are done in-house and lay out potential service alternatives with the pros, cons and costs of each option, explains Dick Hoffman, principal officer, Corridor Development - Central. Each state then decides how it wants to proceed.



Q&A with IDOT and MDOT

Amtrak Ink spoke with George Weber of the Illinois Department of Transportation (IDOT) and Janet Foran with the Michigan Department of Transportation (MDOT) about the opportunities and challenges of passenger rail within their respective states.

Amtrak Ink: *What are the greatest opportunities and challenges for future growth of passenger rail in your state?*

IDOT: *The success of the 2006 service expansion has provided the base for additional opportunities in Illinois. Due to the increased interest our communities have shown in passenger rail service, Amtrak performed studies that focused on the potential of adding new service along the Chicago-Rockford-Galena-Dubuque and Chicago-Quad Cities corridors.*

The greatest challenges we face in pursuing these and other opportunities are equipment availability and investments in infrastructure. That said, we will continue to work closely with Amtrak, the host railroads and our state and federal elected officials to strive make this a viable opportunity.

MDOT: *Plans have been finalized to build a new facility for our station in New Buffalo, Mich. Previously located on the Pere Marquette route with one roundtrip a day, the new location will be in the heart of downtown and will be served by two roundtrips a day — the Blue Water and Wolverine.*

Efforts are also underway to implement a regional passenger rail system between Ann Arbor and Detroit that, as envisioned, would serve six communities including an airport stop with connecting bus service to Detroit Metro Airport. Our challenges include securing increased funding for passenger rail, overcoming capacity limitations and finding a solution to poor on-time performance.

Thruway Service Drives Ridership on Trains

How do travelers in Daytona Beach, Fla., take a train to New York, when long-distance train service is not available in their town? Through a partnership with Southern Komfort Taxi, Amtrak offers passengers a connection between Daytona Beach and DeLand, Fla., where passengers may board the *Silver Star* or *Silver Meteor* destined for New York.

This is just one example in the network of buses, vans, taxis and boats that Amtrak has built across the country to put more passengers on trains. These convenient links are known nationally as “Amtrak Thruway” services.

Last year, more than 1.2 million passengers made use of the Thruway service. Whether through partnerships with states and transportation agencies, or by mutually beneficial agreements with private carriers, Thruway services expand the system to cities not served by rail and attracts passengers who otherwise might not have considered the train as a travel option.

“We make it easy for passengers to choose Thruway service by offering the convenience of one-stop shopping. They can book and purchase their entire trip with Amtrak and, in most cases, transfer to or from the Thruway connection at one of our stations,” explained Bus Operations Manager Andrew Felden.

Various types of agreements are negotiated with the carriers who provide Thruway service, but in all cases, the carrier provides the vehicles, drivers, training, maintenance, dispatching and management oversight.

Under interline ticketing agreements with companies such as Greyhound and Indian Trails, the carrier operates according to its own published schedules, makes scheduled stops at Amtrak stations and carries Amtrak passengers along with its own customers. According to

Senior Manager, Operations Support George Genge, this type of coordinated Thruway service takes advantage of transportation services that already operate in a particular area, saves the customer the hassle of transferring between bus and rail stations and, is very efficient for both Amtrak and the carrier.

In certain areas, charter agreements provide what is commonly referred to as dedicated Thruway service, in which case the carrier is contracted to carry only Amtrak passengers on a schedule and route determined by Amtrak.

Thruway Partnerships at Work

One of the company’s most extensive networks of Thruway services resides in California, where the company partners with the state to operate a Thruway and rail corridor system that provides connections with *Pacific Surfliner*, *San Joaquins*, *Capitol Corridor*, *Coast Starlight* and *California Zephyr* services.

“By working closely with Caltrans and Capitol Corridor Joint Powers Authority [CCJPA] to plan the schedules and services, we’ve developed a network of 19 bus routes that serve 124 offline cities and 42 Amtrak stations,” stated Director, Bus Operations Rick Peterson.

With the help of station agents and local managers across California, the Bus Operations group, which consists of Peterson, Felden and seven bus clerks assigned to Thruway Services in California, manages 258 departures a day. Two additional staff members manage the payment process for this \$22 million program, which is funded by Caltrans and the CCJPA. “Last fiscal year we carried nearly 900,000 Thruway passengers in California, but we couldn’t have done it without our station agents and bus



Photo: Andrew Felden

Shown (L to R): Caltrans Rail Marketing Representative Chuck Wittig, Director, Bus Operations Rick Peterson, Marketing and Sales Associate Marilee Bankert, Retired Caltrans Statewide Bus and Schedule Coordinator Steve Miller and Caltrans Rail Transportation Associate Mark Codey celebrate the addition of five new Thruway stops at the Indio, Calif., station.



Photo: Rick Johnson

Ticket Agent John Neu awaits Thruway passengers at the Milwaukee Intermodal station, which serves 16 Amtrak trains and several Thruway motorcoaches.

clerks who do a tremendous job of managing the day-to-day operations at our stations,” stated Peterson. Overseeing budgets and contracts for the rest of the Thruway system, Genge echoed those sentiments. “It’s truly the station agents and station managers who make the service work.”

Among other duties, station agents and clerks help board passengers and communicate daily with the companies about group reservations, schedule changes and service disruptions. “Because we provide service for individuals with disabilities on our Thruways, just as we do on our trains, the agents and clerks also monitor special service requests to make sure that passengers who require assistance are accommodated,” added Felden. If the buses are late due to a highway or bridge closure, for example, the agents and clerks make alternate travel arrangements to get passengers to their destinations.

The first Amtrak bus route, which began in 1971, is also one of the busiest. In 2007, the San Francisco Bay Bridge bus service linking Emeryville/Oakland with the “City by the Bay” carried more than 263,000 travelers to and from six destinations in downtown San Francisco.

In most cases, Thruway service is available in communities where rail service is not. For example, in Oregon, the state contracts with bus companies to operate three roundtrips along the Eugene-Portland corridor, where Amtrak *Cascades* runs two roundtrip trains. Conversely, Thruway passengers can reserve and purchase train tickets through Amtrak. “The three-way partnership between the carrier, the state and Amtrak is successful because it provides passengers in the Pacific Northwest with more frequencies and more travel options,” stated Oregon Department of Transportation State Rail Planner Bob Melbo.

It’s Not Always a Bus

When employees hear the term Thruway, they probably think of buses. While a large percentage of Thruway service is provided by motorcoaches, taxis, vans, trains and even a boat, are offered through this network.

A unique partnership exists in Seattle with Clipper Navigation Company, which operates the Victoria Clipper, a convenient year-round ferry between Pier 69 in Seattle and Victoria, B.C. The pier is a short taxi ride from the station.

“At some locations, we also have train-to-train thruway connections,” stated Genge. Passengers traveling to or from Atlantic City may take Amtrak to Philadelphia and transfer to a commuter train Thruway connection operated by New Jersey Transit.

In New Mexico, a small company called Lamy Shuttle offers passengers first-class connecting van service between Lamy and Santa Fe. “When the *Southwest Chief* arrives at Lamy, the owner greets the passengers, takes them directly to their hotel and gives them his business card so they can call him when they are ready to return to the station,” said Genge. “This Thruway service has operated for more than 20 years and is a great example of the kind of customer service that can be provided when everyone works together.”

When asked about plans to expand the Thruway system, Genge explained, “When opportunities arise where we can assemble train/Thruway connections that work well for our customers, we will look at adding a Thruway connection. And, with more stations offering intermodal service, such as the Milwaukee Intermodal Station that opened in November or the new St. Louis Intermodal station scheduled to open later this year, it makes sense to build relationships with those carriers, gain a greater presence in more communities, and thus provide greater access to and from the Amtrak network.” ■



Copyright 2008 California Department of Transportation
At the Martinez station, a Thruway motorcoach waits for passengers from an arriving Capitol Corridor train.



Photos: Andrew Felden
Passengers destined for Southern California board motorcoaches at Bakersfield’s busy station, which served nearly 300,000 Thruway passengers in FY ’07.

RailAgent Application Targets International Market

After passing the \$1 million mark in international sales in its first year, Amtrak RailAgent, the Web-based tool that enables international tour operators and travel agencies to utilize Amtrak's reservation booking system, is now being upgraded to provide greater flexibility. Future plans involve allowing access to additional partners, including domestic travel agencies.

"This is quite an accomplishment," said Craig White, senior director, Travel Industry Sales, "one that has transitioned international sales from a largely manual process to one that leverages our electronic capabilities. We now have advance payments being processed and automated weekly sales reports."

With the creation of Amtrak RailAgent in February 2007, the company aims to capitalize on the growing number of international travelers vacationing in the United States and Canada. According to a Commerce Department report, 56 million foreign citizens visited the U.S. in 2007, spending more than \$122 billion.

"This tool opened up a new market from overseas travel agencies that are not affiliated with a global distribution system like Sabre, Apollo, Worldspan or Amadeus," White said. "The click-to-book interface has been well received in the travel agency community and has helped us exceed revenue expectations."



Photo: Mike DeAngelo

To promote RailAgent, Marketing, Sales and Corporate Communications staff attend the Travel Industry of America's annual International Pow Wow in Las Vegas. The trade show matched U.S. suppliers and international travel trade buyers from more than 70 countries.

RailAgent was a hit with the agents at the Travel Industry Association's International Pow Wow, the world's largest international trade show, held in early June. "Amtrak representatives met with close to 200 international travel agents and tour operators at the show, each of whom was very happy about the excitement generated by the site," White said.

Year-over-year reports for RailAgent reflect substantial increases in reservations and sales. At the time of the site's

inception in February 2007 through May 2007, an average of 56 reservations were booked per week at an average booking price of \$267. For the same period in 2008, reservations averaged 408 per week with an average booking price of \$371. Sales continue to grow as new partners are registering on a weekly basis to use the tool.

Claudine Conaway, director of the Travel Agency Sales Center added that, "This project is a testimony to the things that can be accomplished when various departments work together with one voice, one vision and one goal." The Travel Agency Sales Center is involved on a daily basis in the development and support of the site and works closely with Sales Distribution, Customer Service, Information Technology and Finance, as well as outside partner Wandrian Inc. ■



Photo: Courtesy of Union Station Redevelopment Corporation

Washington Union Station Centennial Celebration Set for Oct. 4-5

When it was completed in 1908, the historic Union Station in Washington, D.C., was the largest train station in the world and covered more ground than any other building in the U.S. Later this year, Amtrak will help celebrate the station's 100th birthday by organizing the Union Station Centennial Celebration on Oct. 4 and 5. Employees and the public will be invited to bring family and friends to enjoy the train displays, live entertainment, memorabilia exhibits, station tours and more. Employees are encouraged to forward any photos or memories of notable station events to ecom@amtrak.com.

New Station Policy Provides Faster Service for Military Personnel

In honor of the recent Independence Day observation, Amtrak salutes its employees and countless other men and women who serve and have served in the Armed Forces.

To formally acknowledge their dedication and sacrifice, Amtrak has instituted a new policy to invite members of the military to proceed ahead of the ticket line. With the implementation of this policy, uniformed military personnel no longer have to wait in line at staffed ticket offices.

Similarly, Amtrak recognizes the dedication of its own employees currently on military leave. At press time, the following employees were on military leave serving in various branches of the Armed Forces:



Vernon Allen	Washington Union Station	Andrew Mrozik	Chicago Locomotive Shop
Joseph Allione	Corporate Headquarters	William Olsen	New York Sunnyside Yard
Gregory Bhola	Ivy City Maintenance Facility	David Overbay	Newport News Station
Edgar Bingham	Boston South Station	Andrew Rees	Philadelphia 30th Street Station
Dana Bozeman	Chicago Offices	Kevin Rhodes	Little Rock Station
Joseph Check	Philadelphia 30th Street Station	Raymond Shafer	Wilmington Shops
Martin Davis	Miami Mechanical Yard	James Smith	Thorn Tower
Raymond Hyman	Ivy City Maintenance Facility	Tiffany Stanton	Transportation Building
William Lewis	Jacksonville Station	John Ware	Jacksonville Station
Christopher Lopez	Salt Lake City Crew Base		

Automotive Group Celebrates Injury-Free Milestone

Philadelphia Truck Shop employees within the Procurement and Materials Management department were recently recognized for working more than 10 years without an FRA-reportable injury. As machinists, the group is constantly alert for potential hazards as they lift heavy tires, climb on and off of equipment and repair all types of equipment, from grapple trucks to snow blowers. Regional Fleet Officer Sam Watson and Senior Director of Procurement Larry Beddis both agree that safety is the culture at the Truck Shop, and the employees take personal responsibility for their own safety and the safety of each other.

(Bottom row shown L.-R.): Brandon Graver, Samuel Watson, George Rueger, James Cook, Joe Eichinger, Enrico Giangiulio; (back row center) Edward Sokolowski; (back row right) Cesar Pirelli and Joe Sokolowski.



Photo: Sam Watson

Promotions in Motion

Kids Ride Free on Hiawathas

With seven roundtrips a day, travel between Chicago and Milwaukee has never been easier on the *Hiawatha Service*. And now, a new promotion allows kids between the ages of two and 15 to ride for free on weekends — up to two free child fares with the purchase of one qualifying adult ticket. The offer is valid for sale through Aug. 31, 2008, for travel through Aug. 31 on Fridays, Saturdays and Sundays.

“Families can take their kids to Milwaukee to check out the newly remodeled Milwaukee Intermodal Station, or explore the Milwaukee Children’s Museum, which is within walking distance of the station,” said Tracy Robinson, East region marketing director. “In Chicago, kids can enjoy Sue the T-Rex at the Field Museum or take in one of the many other museums the area has to offer.”

Ground Shuttles Connect Passengers to Local Wilmington Attractions

The Greater Wilmington Convention and Visitors’ Bureau (GWCVB) recently launched a promotional page on its Web site to stimulate late summer and early fall travel via a newly implemented ground shuttle transportation service between the Wilmington Station and a variety of attractions throughout the scenic Brandywine Valley, including Longwood Gardens, Winterthur Museum and Country Estate and Brandywine River Museum.



“This is the culmination of a multi-month effort among Amtrak, marketing staff from the GWCVB, three ground transportation services and the local attractions,” said Paul Siegel, manager, Sales and Marketing. “Based upon its success and passenger ridership, hopefully additional Brandywine Valley attractions and enhanced shuttle services can be added in the future.”

Throughout the remainder of 2008, the GWCVB, attractions and shuttle companies are providing discounts to passengers in conjunction with a 50 percent companion rail fare discount offered to GWCVB members for travel into Wilmington from other Northeast Corridor cities.

The Web site is www.visitwilmington.com/Promo-Amtrak-Brandywine-Connection.

Partnership with Franklin Institute Drives Passengers to “Real Pirates” Exhibition

As part of its ongoing partnership with the Franklin Institute, Amtrak has launched a 50 percent companion rail fare discount on *Keystone* and *Northeast Regional* trains to Philadelphia. The offer is valid for sales through Oct. 30, and valid for travel through Nov. 2. Conversely, the Franklin is offering a \$2 discount off its admission price for Amtrak employees and passengers to “Real Pirates: The Untold Story of the Whydah from Slave Ship to Pirate Ship.” Employees

and passengers must use the “RPAM-TRAK” code when purchasing exhibit tickets.

“Real Pirates” is a touring exhibition organized by National Geographic and Arts and Exhibitions International that explores early 18th-century piracy with more than 200 artifacts recovered from the ocean floor. The *Whydah* sunk in a fierce storm off the coast of Cape Cod on April 26, 1717.

New Promo Targets Specific Northeast Regional Passengers

Based on analysis of the travel patterns of Amtrak Guest Rewards® members, a new take-two or take-three roundtrips, get-one free promotion is in effect through Aug. 31 to generate excitement surrounding the re-launch of and stimulate travel on the *Northeast Regional*. This promotion is only valid for targeted passengers, and is not advertised on Amtrak.com.

“We will promote the offer via e-mail, targeted messaging via the amtrakguestrewards.com Web site, and in our e-Update,” said Vicky Radke, senior officer, Loyalty

Marketing. In addition, all AGR members may earn double points for traveling in Business class on the *Northeast Regional* during the same period. ■



Amtrak Guest Rewards® Site Redesigned with New and Improved Functionality

The Amtrak Guest Rewards® Web site recently underwent a significant redesign to improve user navigation and provide an even higher degree of targeted information to the 1.8 million Amtrak Guest Rewards members.

“The new site has a ‘front porch’ where both members and non-members land when logging on to Amtrakguestrewards.com,” said Michael Blakey, senior director, Loyalty Marketing. “For non-members, this gives us a chance to do more effective selling of the membership benefits. However, once a member logs on with his or her account number and password, the site completely changes and becomes customized to the individual.”

Compared to the old site, the new one includes improved navigation with quick access to point balances, transactions and promotions, and a home page “carousel” that highlights redemption and partner offers. It also features an “interests” category in the My Profile section to help target offers and speed up the new member enrollment process.

The new Web site also includes enhancements to the Smart Messaging technology launched last summer.

“For example, the original offer is to register for a *Northeast Regional* promotion,” said Blakey. “Once the member registers, the subsequent smart message might tell them a free virtual voucher is

available, provided he or she has completed the requirements of the promotion. Or, it might send a reminder that he or she is registered for the promotion but hasn’t done any qualifying travel.”

In addition, an online point redemption capability, which enables members to log on to Amtrakguestrewards.com or Amtrak.com to redeem points for most travel, has yielded heavy usage and generated significant cost savings. Since going live last September, the percentage of redemption transactions completed online jumped from 27 percent to 46 percent, resulting in savings of nearly \$150,000 in reservation costs.

The redesign is the result of a collaborative effort among the Amtrak Guest Rewards team, e-Commerce and Information Technology. “It’s a great success story of interdepartmental collaboration that greatly impacts and improves the customer experience,” said Vicky Radke, senior officer, Loyalty Marketing.

Pending budget approval and funding, a second phase of the upgrade will launch in stages during the first half of FY ’09, which will include further enhancements to the Smart Messaging technology, a search functionality, a member “wish list” for redemptions, community forums, blogs and member polling and additional site technology for member level customization. ■

Front Line Focus

Dear Amtrak:

I would like to commend you on having such a nice staff, particularly [Ticket Agent] Angie Patterson. My brother and 13-year-old nephew were booked on an Amtrak train bound from Wilmington, Del., to New York City where they would transfer to a train that would take them to Poughkeepsie N.Y.

But, the train from D.C. was [nearly two hours] late and they would have missed their connection. Ms Patterson not only noted this but then got them on a train that would allow them to make their connection. Ms Patterson’s friendliness and helpfulness was such a blessing.

Rarely have I experienced the level of service that Ms Patterson offered. She was thoughtful, kind, professional, and attentive. As a customer, I must say that she was a joy and turned a potentially disastrous situation into a pleasant experience.

Thank you for hiring such nice staff people.

Sincerely,

Capitol Limited Passenger

Dear Amtrak:

I am writing in regard to your employee, Peggy A. Lyon, a train attendant [on the *Coast Starlight*]. In the past two years, I have made three round trips from Eugene, Ore., to Oceanside, Calif. Each time I was on Peggy’s train. She should be commended for her most kind and considerate attention to me on each trip.

I am quite hard of hearing in addition to having a lot of steel in my left ankle and left wrist. Peggy watched me as I went up and down the steps to the restroom, and paid special attention to me as I left the train and re-boarded at the stretch stops.

I am looking forward to my next trip on Amtrak.

Sincerely,

Coast Starlight Passenger

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries June-July 2008

AARONSON, ALAN
 ABAIRE, KATHERINE
 ACEVEDO, ABEL
 BARNUM, DONNIE
 BENNETT, TIMOTHY
 BENSON, JAMES
 BIBB, SHARON
 BRESSLER, ROBERT
 BROWN, RICHARD
 BROWN, THOMAS
 BURTON, KEITH
 CANO, ALEJANDRO
 CAREY, JAMES
 CARLSON, JAMES
 CHEATWOOD, MERVILL
 CLARK, RICHARD
 CLAYTON, DONALD
 CONNOLLY, JOHN
 CROWLEY, DANIEL
 DABROLET, PETER
 DAVIS, JONATHAN
 DIECIDUE, PATRICK
 DOMORADZKI, ADRIAN
 DOWNING, ALLEN
 ESTEP, LONNIE
 FORTUNE, WILLIAM
 GAVIN, ROBERT
 GRAVES, LENNE
 HARTMANN, STEVE
 HUDSON, CRYSTAL
 HULSHIZER, GILBERT
 JACKSON, MICHAEL
 JANUARY, ALBERT
 LAMB, TIMOTHY
 LEE, ELLIOTT
 LEWIS, DARRON
 LINDBLOOM, LARRY
 LIVINGSTON, RICHARD
 MARTINDALE, MICHAEL

MAYDA, LINDA
 MCDOWELL, CRAIG
 MCGRAW, MICHAEL
 MCKEOWN, THOMAS
 MCLEAN, TOMMY
 MILAZZO, GUY
 MILEY, NORMAN
 MILLER, PATRICIA
 MILLER, ROBERT
 MURGUIA, RICHARD
 MYERS, GILBERT
 NEU, BARBARA
 NULTON, LORI
 PIGOTT, GERRY
 POWELL, TIMOTHY
 PRICE, CAROLYN
 RANDOLPH, ANNE
 REED, LELAND
 REYNOLDS, JOHN
 RHODES, MICHAEL
 RIVERA, BRENDA
 SHEPPARD, VIRLYN
 SIMPSON, MONTY
 SMITH, KEVIN
 STRONG, RONALD
 SWEET, JOHN
 TALKIN, KATHY
 THACKER, AARON
 THOMPSON, PATRICIA
 TODD, JEFFREY
 TRANQUILLE, ERNST
 TUTTLE, BRIAN
 VAN ZANTEN, PETER
 VOLL, KEVIN
 WASHINGTON, EVALINA
 WETZELBERGER, CHARLES
 WHITE, PAMELA
 WILKINS, DARRYL
 WILLIAMS, MELVIN
 YACULLO, JOSEPH
 ZIMMERMAN, DAVID

25-Year Anniversary June-July 2008

ADAMOPOULOS, LAZARUS
 ADAMS, RICHARD
 AKEMON, MARTHA
 ALEX, SHARLEEN
 ALEXANDER, R
 APPS, DAVID
 BENJAMIN, ULLIN
 BLAINE, JIMMIE
 BLAKE, ALBERT
 BOND, BARRY
 BOTKINS, GARY
 BOYKO, CHARLES
 BRICE, RANDOLPH
 BROWN, CARL
 BROWN, RICHARD
 BROWN, ROBIN
 BURT, WILLIAM
 BYRNES, DENNIS
 CANNON, TAYLOR
 CARTER, HOWARD
 CHARLTON, PRESTON
 CHEETHAM, EDGAR
 CISEK, CARL
 CLARKE, ANDREW
 CLIFFORD, JOSEPH
 CONGLETON, DAVID
 CONGRESS, WILLIAM
 CONNELL, JOSEPH
 COOK, CLIFTON
 COTTERMAN, JEFFREY
 CRAWFORD, DANIEL
 DEANGELIS, ALAN
 DEANGELO, THOMAS
 D'EMIDIO, MARK
 DOATCH, JOHN
 DONATIELLO, RENEE
 DOUGHERTY, ROBERT

DRUMMOND, JAMES
 EDMOND, JAMES
 ESO, JACOB
 EVANS, WILLIE
 EVERETT, CONNIE
 FEDROFF, TIMOTHY
 FLOOD, WARTENIA
 FRASCELLA, RON
 FUDGE, ROBERT
 FUNK, OMAR
 GILBERT, VERNON
 GOLDEN, RICHARD
 GONNELLA, DONIS
 GONZALEZ, NORMA
 GRANATO, GREGORY
 GREEN, DAVID
 GREGG, BRIAN
 HAGERMAN, PAMELA
 HAIRFIELD, RICKY
 HARMON, WAYNE
 HARRIS, TERRY
 HENRY, DENNIS
 HIGGINS, ROBERT
 HOHENNER, WOLFGANG
 HUNTER, KATHRYN
 ISRAEL, GARY
 JACOBS, EARL
 JAEGER, MARTIN
 JOHNSON, SHELDON
 JONES, RODERICK
 JOZWIAK, LEE
 KANIUK, JOHN
 KEEFE, ANDREW
 KEETON, CURTIS
 KEOUGH, CAROL
 KERR, PATRICK
 KROMMES, ANGELA
 LABICHE, RAYMOND
 LANO, BEVERLY
 LATHAN, DARRELL
 LEWIS, BRENDA

LEWIS, KATHLEEN
 LOCKNER, MARK
 LOWE, DONN
 LYONS, MICHAEL
 MACARO, MICHAEL
 MACK, JOHN
 MAGLIO, GERALD
 MASSARO, JOHN
 MATTEI, FRANCIS
 MCBRYDE, JUANITA
 MCCARTHY, EDWIN
 MCGINLEY, MICHAEL
 MCLAREN, THOMAS
 MCNAMARA, LINDA
 MENDEZ, ANGELO
 MESSER, JOSEPH
 MINNICH, MICHAEL
 MOREO, LEO
 MURRELL, LEWIS
 NESEL, ANGELA
 NEWMAN, CLINTON
 OFFEN, DENNIS
 OSBOURNE, KEITH
 OTT, WAYNE
 PALMER, GENERAL
 PALOMO, DONALD
 PEARSON, SHANNON
 PEREZ, JAMES
 PETRICCIONE, MARK
 PITARRESI, JOHN
 POTTER, JOHN
 RAIA, JOSEPH
 RICHARDSON, ALVIN
 ROGERS, ALEXIS
 ROSS, DANIEL
 ROTHBARD, WILLIAM
 ROY, EDWIN
 SABICH, GEORGE
 SCHMITT, ROBERT
 SCHOCH, ROBERT
 SCOTT, ANTHONY
 SCOTT, ROBERT

SHAFFER, WILLIAM
SHURGALA, JOHN
SILVERMAN, DI
SLIMBOCK, MARK
SLINDE, JAY
SMALL, DANIEL
SMITH, ALFREDA
SMITH, LAWRENCE
SNYDER, DUANE
SPEARS, MONIQUE
STAUSS, WILLIAM
SWAFFORD,
ROLAND
THOMPSON, DAVID
TOADVINE, JEANNE
TRAVERSO, JOHN
TROTMAN, LAYTON
TURNER, MICHAEL
VERZOLINI,
VINCENT
VILCA, ROMAN
VILCE, EMIL
VORMS, MIRLANDE
WALKER, RENEE
WALLEN, WILLIE
WASHINGTON,
JONNIE
WEST, PHYLLIS
WHITE, EMORY
WILLIAMS, ARTHUR
WILLIAMS,
CHRISTOPHER
WOOD, JOHN
WORLEY,
CHRISTOPHER
ZLATIN, LEXIE

30-Year Anniversary June-July 2008

BARNES, EDWARD
BOARMAN, JOHN
CEPHAS, CATHERINE
COLLINS,
MARGARET
CONNELL, JOHN
COSTANZO,
STEPHEN
DANDRIDGE, MARK

DEMBROSKY,
STANLEY
GUEVARA, JOSE
KARA, JOHN
KAWCZAK,
STEPHEN
KRAL, VICTOR
LEE, SUNGCHI
LIPE, KEVIN
LO, TONY
MC PARLAND,
PATRICK
POTYRALA,
KENNETH
REILLY, THOMAS
SANTORO, THERESA
WENDT, GLENDA

35-Year Anniversary June-July 2008

AGUILUZ, ERNESTO
ANDERSON, JOHN
BENNETT, BILLY
BLEVINS, MERLIN
BRUNELLI, JOSEPH
CAMPBELL, ARLENE
CANNON, DARRELL
CHAMBERLAIN,
SARA
COMMODORE,
MARCUS
CUNNIFF, CLAIRE
DENMAN, PRINCE
DOELGER,
GREGORY
DONOVAN, EILEEN
GARETTI, MICHAEL
GIBSON, EVONNE
GILBERT, SHARON
GOBEN, WILLIAM
GONZALEZ,
BUENAVENTU
GORDON, MARY
HARRIS, REGINALD
HOOKER, JAMES
HOWARD,
BARBARA
HRDLICKA,
TIMOTHY

HULETT, STEPHANIE
JACKSON, HERBERT
JOHNSON, EVELYN
KANTNER, JAMES
KATYAL,
SUDARSHAN
KELLER, STEVEN
LABLANC, CHARLES
MCCULLEY, GRACE
MIESNER, NELSON
MOORE, ELBERT
NAGLE, AUSTIN
NELSON WILLIAMS,
PAMELA
PATTERSON, ALICIA
PHELPS, RICHARD
QUINN, THOMAS
RODRIGUEZ, MIKE
SAMSON, ROGER
SIMMS, B
SIVERTSON, MARK
SUCHIN, MARY
SWORTZ, MICHAEL
TEETER, TERRENCE
WALTERS, GEORGE
WATSON, ANTONIO
WHITE, STELLA
WOLKENHAUER,
NANCY

Retirees May-June 2008

ADAMS, LARRY
APODACA,
VIRGINIA
ASARO, VINCENT
BUTWELL, JOHN
CABREY, PATRICK
CIUPINSKI, JOHN
CLARKE, RONALD
COGLIANO, JOSEPH
COHEN, NATHAN
CONRAD, ALLEN
CURTIS, JIM
DARBY, MYRON
DICK, JOHN
DREISBACH,
KENNETH
DUFFY, TIMOTHY

ELKINS, WILLIAM
FAGAN, JOHN
FISCHER, PEGGY
FLYNN, CHARLES
FOXWORTH,
ORLANDO
GARRETT, WALTER
GILLEY, MAURICE
GOLDSTON-
WILLIAMS, LEMETTE
GORDON, EILEEN
GRIFFIN, JOHN
HEALY, DENNIS
HODGE, CURTIS
HOLDEN, KENNETH
INSTONE, GEORGE
JACKSON, THOMAS
JEAN, PAUL
JENKINS, SARAH
JOHNSON, ALLEN
JOHNSON, REBECCA
JOHNSON, RONALD
JONES, ELVERT
JOSLIN, LEROY
KAROLYI, RICK
KEAT, PAUL
KLING, ALLAN
KOZIJ, WALLY
KUMAR, RAJINDER
LENNARD, CAROL-
ANN
LESLIE, KENNETH
LEWIS, WILLIAM
LONGO, JOHN
MALLOY, GASTON
MALOUMIAN,
BOGHOS
MAURICE, GEORGE
MAXEY, JOAN
MCGARRY, JOHN
MCKENZIE, HARRY
MCLEES, JOHN
MCPHATTER, NEAL
MELSON, KATHY
MILLER, JOHN
MOUZON, DONALD
MURPHY, MICHAEL
PARKER, JOHN
PARSELL, KAREN

PAWELEK, THOMAS
PEROLLI, EDWARD
PETO, THOMAS
PLANEY, STEPHEN
PRESCOTT, GARY
QUILL, BENJAMIN
REPOLE, RUSSELL
RICE, DAVID
ROGERS, THOMAS
RUSH, DALE
SHAFFER, THOMAS
SHAW, MARION
SMEBY, ROLF
SOOTS, DARRYL
STRICHERZ,
WILLIAM
TANA, JOSEPH
TEETER, PATRICK
TEMPLIN, RICHARD
THOMPSON,
DOUGLAS
THOMPSON,
SANDRA
TIBBS, STEVIE
TOLMAN, DAVID
TROTTER, MARY
WALLENBERG,
RANDALL
WAY, MARK
YOUNGDAHL, JOHN

This Summer in Amtrak History

JULY - AUGUST

July 2, 1982

W. Graham Claytor Jr. becomes fourth Amtrak president.

July 16, 1983

The Chicago-Oakland train, renamed the *California Zephyr* in April 1983, moves off the Union Pacific across Wyoming to its original route on the Denver and Rio Grande Western Railroad through the Colorado Rockies.

July 18, 2000

The *Auto Train* facility in Lorton, Va., opens.

August 7, 1975

Amfleet cars enter service on the Northeast Corridor, the first 57 of which were ordered on Oct. 12, 1973.

August 3, 1980

Willamette Valley service begins, Portland-Eugene, Ore.

August 4, 1984

Chicago-Grand Rapids, Mich., *Pere Marquette* service begins operation.



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Washington, D.C. 20002

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A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 8 • September 2008

**Spotlight on Maine:
Commitment and
Investment Make for
Thriving Partnership**

Downeaster
Operated by Amtrak

**Washington Union
Station Celebrates
100 Years**

This "Cab-Bag Car," a Non-Powered Control Unit, is part of the push-pull fleet used to operate the *Downeaster*, which includes five daily roundtrips between Boston and Portland, Maine.

**Safe Practices Produce
Injury-Free Results**

AMTRAK® i n k

Vol. 13, Issue 8, September 2008

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EMPLOYEE MILESTONES

Quick Quotes

Why does your team choose Amtrak to travel to games?



“We used Amtrak during our recent road trip because I’ve heard such great things about it from my colleagues. It was beneficial because we had weather that would have delayed a flight, but the train was still able to get us where we needed to go, right on time.”

Tom Taylor
Traveling Secretary
Los Angeles Angels of Anaheim



“The train is very comfortable and a nice alternative to taking a bus or flying on a plane for our away games. Our players like being able to get up and stretch their legs and the convenience of the lounge cars for card playing or other work.”

Jim Phelan
Director, Team Administration
New York Giants



“Logistically, it saves us a ton of time. Players and coaches love it because we can get on a train quicker and easier than going through an airport. Bob Breslin and the Amtrak Charter Services team always make sure we have a comfortable, smooth trip.”

Jim Gillen
Traveling Secretary and Athletic Trainer
Denver Nuggets

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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FPO FSC Logo (Horizontal)

train of thought

As the father of a six-month-old daughter, I wonder what life will be like for her generation. Outside of her not dating until she's at least 35, it's hard to predict what the future holds. That notwithstanding, we can plan and build for the future; that's part of the responsibility I take on as a steward of passenger rail in this country.

This month, I mark my second anniversary at Amtrak. Looking over my shoulder at the last 24 months, I see record-setting growth in ridership and ticket revenue, and agreements with all of our labor unions. I see unprecedented support for Amtrak from elected officials and state departments of transportation, and increased awareness of Amtrak's success in the public eye. As I turn to face our future, I see many opportunities beyond some pretty significant hurdles we've got to jump.

Don't listen to the naysayers who say that the resurgence of passenger rail is a momentary byproduct of high gas prices. While gas prices are no doubt steering more people to passenger rail, there are too many other factors that point to passenger rail as a smart alternative for millions of Americans. Highway and airway congestion, the growth of bedroom communities, concerns about emissions, and the simple convenience of passenger rail travel are among the reasons why we'll carry more than 28 million passengers in FY '08.

Federal, state and local government officials understand why rail is important and there's support for the expansion of short-distance corridors. It's possible that Congress may pass our reauthorization bill this month, which will help advance some of that investment. In addition,

Sen. Dick Durbin from Illinois has introduced legislation that would help finance equipment procurement — our fleet is old and we need more equipment to meet the projected demand.

It is the strength of those necessary partnerships that will help us in part overcome some obstacles. Other challenges like rising costs (particularly for fuel) and on-time performance require smart management and a good deal of perseverance.

We will address some of these challenges through the implementation of the Strategic Asset Management (SAM) project which kicked off late last month. SAM is a key strategic building block for our future. Once implemented, SAM gives us more efficient and effective business processes — tearing down the silos — to tackle tomorrow's challenges head on.

The work you put into Amtrak has earned us new passengers in the past year — now we need to keep them. As we build a future that will not only sustain, but also expand passenger rail for generations to come, we must provide the level of service that will produce more Amtrak converts. And I know we can do it.

Please stay safe.



Alex Kummant

We Want to Hear from You!

You have a stake in Amtrak's future and can offer input to help the company better address issues that affect employees and to improve service to customers.

Please make sure you take the time to complete and return the Employee Satisfaction Survey that was mailed to your home in early September. It's completely voluntary and confidential. Please return the completed survey in the envelope provided by Oct. 10.

Mechanical Teams Work to Flush Toilet Problems

Amtrak is currently enjoying its highest Customer Service Index scores in company history, with scores steadily improving across the board in all but one category — bathrooms. While CSI numbers related to on-board bathrooms haven't been dropping, they aren't getting better either, as toilets on various equipment types have become increasingly problematic due to aging.

Because so many factors could influence the working condition of

problems caused by a defective toilet," said Chief Mechanical Officer Vince Nesci. "Our Rolling Stock Engineering teams are working extremely hard to solve these problems for our employees and our customers."

Most toilet problems stem from the plumbing system being subjected to over 20 years of chemical cleaners and sulfuric acids, which take an enormous toll on the copper piping.

Ed Daly, senior director, Field and Manufacturing Engineering, and his

Mechanical crews have tested several replacements for the copper piping and found that Dytron is the best option. Dytron is a flexible, non-metallic material that is guaranteed for 15 years while meeting all federal requirements for smoke, flame and toxicity. This new piping material also

Brighton Park and Los Angeles with new Dytron piping.

"Our plan is to replace the piping on the Superliner sleepers initially and then continue the Dytron replacement on our Viewliner and Horizon equipment," explained Nesci.

While the copper pipes are being replaced, there are three other components that have been identified for replacement that will improve the performance of the toilet system. The first are vacuum pressure switches, which tend to drift off their proper settings, causing a reduction of available vacuum to evacuate the system. A new, non-adjustable switch has proven effective and is being installed.

Secondly, Mechanical crews are replacing check valves to ensure that vacuum pressure is maintained when the toilet is flushed.

The third item, waste ingestion, is a major problem. When this occurs it causes the vacuum blower to fail, rendering the toilet system inoperative. Rolling Stock Engineering has created a way to install a float switch that shuts the system down when the waste tank is full. Three cars are being tested with float switches now, and should this be verified as an effective remedy, this modification will be added to repair orders.

The Mechanical department is continually working to find the solutions to improve the quality and reliability of equipment and will continue to monitor progress through the improvements of CSI scores. ■

the toilets, identifying the origin of the trouble on varying types of equipment is a complicated process. However, the Mechanical department has been implementing solutions.

"We are well aware of passenger complaints and the fact that our on-board crews have to deal with

withstands low temperatures and minimizes the freeze damage that is common during winter operations.

In late 2007, Superliner test cars were fitted with Dytron pipes and continuous monitoring proved it to be an effective solution, even in high altitudes. On June 9, a program began to retrofit Superliner cars at shops in



Photo: Sharon Slaton

After removing the old copper waste lines, Sheet Metal Worker John Conrad installs new Dytron piping in the bathroom of a Superliner Transition Sleeping car at the Brighton Park Maintenance Facility. The installation, which takes about 32 hours to complete per car, is performed by electricians, carmen and sheet metal workers.



1908 – Union Station is officially completed.

1909 – The Presidential Suite is first used by President Taft. It would be used for a half-century to greet kings, queens and leaders from around the world.

1917 – The station is an important part of troop movements during WW I.

1936 – The Waldorf-Astoria caters a dinner at the station for 3,000 delegates from 50 nations attending a Third World Power Conference.



1939 – King George VI and Queen Elizabeth are greeted by President Franklin Roosevelt as they arrive at Union Station.



1941 – Tens of thousands of troops move through the station during WW II.

Washington Union Station Celebrates 100 Years

When it was completed in 1908, Washington Union Station was the largest train station in the world, covering more ground than any other building in the United States. Its terminal zone occupied about 200 acres and included 75 miles of track. Designed by Daniel Burnham to serve as the “gateway to the nation’s capital,” it is considered one of the finest examples of Beaux Arts style architecture anywhere.

Next month, Amtrak, along with the Union Station Redevelopment Corp., District of Columbia Department of Transportation and Ashkenazy Acquisitions, will host the Washington Union Station Centennial Celebration on Oct. 4-5 in honor of the station’s 100th birthday and the 20-year anniversary of its renovation.

With service from Amtrak, MARC and VRE commuter trains and the Metro subway, Union Station is the most visited site in Washington, with more than 32 million people passing through its halls each year. From July 2007 through July 2008, the station served 4.46 million Amtrak passengers.

“Union Station is a national treasure and it’s fitting that we celebrate the station’s centennial at a time in history during which we’re seeing a sustained resurgence in passenger rail travel,” said Vice President of Government Affairs and Corporate Communications Joe McHugh, “We look forward to another 100 years.” ■



1953 – A runaway train, the Federal Express, smashes into the main concourse. No one was killed.



1986 – Reconstruction begins, led by (L.-R.) John Riley, FRA administrator, Keith Kelly, president, Union Station Redevelopment Corp., and Transportation Secretary Elizabeth Dole.

1988 – The historic station reopens in its current form as Washington celebrates with a parade and gala.

2006 – Real estate firm Akridge acquires 15 acres of air rights development over Union Station’s tracks with plans to build a mixed use property including hotel and office space.

Employees with special memories or photos from Union Station are encouraged to send them to Amtrak Ink at ecom@amtrak.com. Employees on the Northeast Corridor who would like to volunteer during the Centennial Celebration should contact Saunya Connelly at [ATS 777-4164](tel:777-4164) or ConnelS@amtrak.com.

Train of the Month Program Highlights

“Big Six” Services, Helps Drive Ridership

The Train of the Month initiative, an internal marketing campaign to educate employees on the features and benefits of the “Big Six” trains that make up the Marketing and Product Management department’s FY ’08 Route Performance Improvement (RPI) program, wraps up this month with a focus on the *Northeast Regional*. Other trains featured in the campaign this year were *City of New Orleans*, *Auto Train*, *Coast Starlight*, *Hiawatha Service* and *San Joaquins*.

As part of the overall RPI plan, the Train of the Month program has helped support rises in ridership and ticket revenue numbers.

Together, the “Big Six” posted an average ridership increase of 22 percent, and ticket revenue among these trains jumped an average of 27 percent over last July. All other services experienced an average jump of 14 percent in ridership and a 25 percent increase in revenue, according to the July ridership and revenue numbers.

“We’d like to attribute that increase, in part, to a greater awareness by our sales agents of the features and amenities being offered by these ‘Big Six’ services, making it easier for them to promote the featured service of the month,” said Cook.

“The enhancements associated with the RPI initiative — such as improved food service, customer service quality and cleanliness — and the Train of the Month program have contributed to the rising popularity of passenger rail,” according to Emmett Fremaux, vice president, Marketing and Product Management.

For each month since April, Product Management representatives visited the call centers in both Riverside, Calif., and Philadelphia to brief and subsequently quiz call center agents and travel agents on the features aboard the “Big Six” trains, including upgraded dining car services, redesigned equipment, interesting sights along a route, different types of sleeping accommodations and special promotions. Those agents who tallied the highest ticketed revenue were rewarded with prizes.

As part of the *Northeast Regional* Train of the Month activity, reservation agents in Philadelphia were briefed on the service, participated in trivia contests and answered



Photo: Alex Mayes

Improved ridership and revenue aboard the *Northeast Regional* is expected in September as a result of the Route Performance Improvement plan and accompanying Train of the Month activities.

“mystery” calls to test their knowledge and win additional prizes.

“Overall, the Train of the Month program has been a win-win for the call centers,” said Gerald Powell, operations manager, Western Reservation Sales Call Center. “It has helped employees at both centers become more familiar with selling the entire Amtrak product.”

Mike Greeley, a Mid-Atlantic Reservations Sales Call Center supervisor added, “I have received nothing but positive feedback regarding the program from my team members. It is an excellent, cost-effective learning tool which combines facts with fun.”

A plan is currently underway to expand the RPI program to include eight additional routes in FY ’09: *Adirondack*, *Empire Service*, *Crescent*, *Lake Shore Limited*, *Blue Water*, *Wolverine*, *Empire Builder* and *Pacific Surfliner*. An accompanying Train of the Month initiative will also be part of the plan. ■

Quik-Trak Offers New Level of Convenience

Quik-Trak kiosks are even more convenient to use now, with new functionality that enables passengers to simply wave a bar code in front of the self-service ticketing machine to obtain their advance-paid ticket. Rather than having to “dip” their credit cards to receive tickets, passengers may run a printed-at-home document under a scanner mounted on the Quik-Trak kiosk, an improvement implemented just a few weeks ago.

“Passengers can continue to make train reservations and pay fares using Amtrak.com,” according to Mike Toczykowski, director, Station Sales Support. “However, their printed confirmation now includes a reservation number in bar code form. The customer can now simply scan the bar code and print their tickets in as little as 15 seconds. The new functionality will increase the number of advance-pay tickets that are issued by the kiosks as more customers discover how nice it is to not wait in the ticket line.”

As a security measure, Toczykowski added that the confirmation number and information from the reservation itself are blended into the bar code so that only valid barcodes can be read by the kiosk.

A key feature of this enhancement is that a customer will not need to open his or her wallet or handbag to take out a credit card to pick up a prepaid reservation. “This is especially appealing for customers toting



a briefcase and luggage; you don't have to put down everything to fish out your credit card. We think that the new functionality will increase usage of the kiosks,” said Toczykowski.

In fact, Quik-Trak usage has continued to climb as passengers become increasingly familiar with its convenience and ease of use. At the end of June, Quik-Trak machines had issued more than 837,000 tickets, an increase of 28 percent

over last year, and 36 percent of tickets issued in the stations.

“We believe Quik-Trak will keep on growing,” said Toczykowski. “The

expectation is that Quik-Trak will handle almost 42 percent of ticketing early in FY '09.”

Aside from streamlining the ticketing process, Quik-Trak is symbolic of Amtrak's commitment to customer service. “This demonstrates to customers that we're moving ahead with technology, that we're in tandem with the rest of the world when it comes to the use of bar codes and online reservation systems,” according to Pat Willis, senior director, On-Board Services and Station Operations.

The bar code initiative is a collaborative effort between Marketing and Product Management and the Amtrak.com team, which was instrumental in providing input on the look and feel of the confirmation page.

Regional PSSA Ceremonies Slated for the Fall



This fall, President and CEO Alex Kummant will take part in a series of nine recognition luncheons across the country to honor this year's recipients of the President's Service and Safety Awards (PSSA). Eighty-four employees and six external business partners are being saluted for their outstanding contributions to improve the efficiency, cost-effectiveness, safety and service of Amtrak's operations. PSSAs will also be awarded to external partners who champion passenger rail service.

Chicago	Oct. 15
Beech Grove	Oct. 16
Boston	Oct. 21
Washington, D.C.	Oct. 24
Philadelphia	Oct. 28
New York City	Oct. 29
Oakland	Nov. 10
Los Angeles	Nov. 13
Jacksonville	Dec. 10

Kummant will also recognize employees celebrating 30- and 35-year anniversaries in 2008 for their years of service and dedication.

Spotlight on Maine:

Commitment and Investment Make for Thriving Partnership

The *Downeaster*, a state-supported train that runs from Portland, Maine, to Boston's North Station, represents not only one of Amtrak's most successful routes, but also one of the company's most fruitful state partnerships. Amtrak operates the service in partnership with the Northern New England Passenger Rail Authority (NNEPRA), which is supported by the state of Maine.

"We view ourselves as the business manager for the *Downeaster*," said Patricia Quinn, executive director, NNEPRA. "We try to apply private sector business principles to this public service. We want to be involved and helpful, while letting Amtrak do its job of running a railroad."

Nearly half of Amtrak's service is state-supported and interest in passenger rail is growing rapidly on the part of a number of states. These relationships are key to the

growth of corridor service. "This partnership is a model for states that want to expand passenger rail service," explains Jeff Mann, senior director,

Strategic Partnerships. "The *Downeaster* has been phenomenally successful on all fronts."

Through July, *Downeaster* fiscal-year-to-date ridership is up 32 percent over last year, and ticket revenue has jumped 39 percent. Both numbers represent the highest percentage increases of any service in the system.

When it launched on Dec. 15, 2001, the train was one of the first completely new routes the company helped create in many years. The driving force in bringing passenger rail to Maine was a coalition of citizens called TrainRiders/Northeast, founded and led by Wayne Davis, a well-known local banker. After the group gathered enough public support to help pass a 1989 state referendum on creating passenger rail service, former Sen. George Mitchell helped broker the deal for Amtrak to

operate the state-supported service once funding was secured.

It took more than a decade, but in 1999, a \$60 million rehab project began to make tracks and stations ready for service.

"One of the strengths of this service has been on-time performance," said Mann. "Our host railroads, Pan Am Railway and Massachusetts Bay Commuter Railroad, and our front-line employees deserve a lot of credit for making the *Downeaster* so reliable. Commuters and day-trippers choose the train because it's very reliable transportation."

During the 2007 fiscal year, on-time performance was 78 percent, a lower-than-average number due mainly to significant weather events and track work.

According to Quinn, customer service is a central focus of NNEPRA, which has a dedicated passenger service manager to coordinate communication with Amtrak and other operating partners on everything from scheduling to ticketing. A full-time marketing coordinator manages NNEPRA's significant investments in promotions and advertising, which have resulted in award-winning campaigns.

Aboard the Amfleet I coaches, passengers benefit from the services of volunteer train hosts. Members from this group — roughly 100 strong — ride the trains to offer passengers assistance with connections, directions and sightseeing advice. Unique food and beverage options in the Café car are another highlight as food service provider Epicurean Feast dishes up local fare, including New England clam chowder from Boston-based Legal Sea Foods.

The latest service expansion of the 116-mile, 10-stop route came in August of last year with the addition of a fifth daily roundtrip. "We have a lot of regular commuters and families who are taking the train for the first time," said Assistant Conductor Brad Ritter. "We get a lot of positive feedback on the train's convenience, its great management and friendliness of our on-board crews. That's why so many passengers keep coming back."

The scenic, reliable and customer-focused service has proven so successful that a route expansion is now growing close. A plan to extend service 29 miles north, with stops at Freeport and Brunswick, is expected to be complete within the next three years.

"We're so excited about the route expansion and the communities in Freeport and Brunswick are too," said



Quinn. “The *Downeaster*, like train service around the country, has proven to be a bona fide economic driver.”

According to an economic impact study completed by the Center for Neighborhood Technology in March, the *Downeaster* has been the catalyst for notable transit oriented development (TOD). The study determined that by 2030, new residential, commercial and retail sites will generate an additional 18,000 jobs and \$76 million in annual tax revenue. Total construction investments will exceed \$7 billion.

Examples of TOD aren’t hard to find. In Saco, Maine, developers have broken ground on the renovation of an old milling property near the train station. The result will be a \$110 mixed-use development. In Old Orchard Beach, two hotels and a \$20 million residential and retail complex have been constructed within two miles of the local station.

“The ability to easily get to bigger cities makes these smaller communities a residential option for people who work in Boston or Portland, or those who just want to be able to get into town for the restaurants, shopping or sporting events,” continued Quinn.

The company and NNEPRA are looking at additional options for service expansion in the future. “There’s so much potential,” said Mann. “We’re exploring many options but we have to navigate some tough challenges, including infrastructure limitations and equipment shortages.”

In the meantime, NNEPRA is partnering with Amtrak to drive further enhancements to existing service. In July, passengers began enjoying on-board wireless Internet access.

Also, with the support of an FRA grant awarded to NNEPRA, a pilot project to accept customer-printed travel documents is scheduled to launch this spring. The Innovative Ticketing Project, being developed in partnership with Amtrak’s eTicketing Program, enables customers to print travel documents at home for *Downeaster* trips booked on Amtrak.com. Instead of collecting a ticket, the conductor will use a handheld computer to scan the bar code on the document, verifying the document’s authenticity and reporting the “lift” in real-time to Amtrak’s central computer systems. The project will improve customer service and provide Amtrak with valuable experience before introducing this capability on other routes as part of the eTicketing rollout.

Said Mann, “It’s NNEPRA’s vision and determination that helps us operate a successful service and drive new initiatives.”

According to Vice President of Strategic Partnerships Anne Witt, that’s what makes a state partnership successful, “Our best state partners are those who understand the importance and potential of passenger rail, and then commit the people, time and resources to reach that potential. NNEPRA and Maine epitomize those qualities.” ■



Photo: Courtesy of NNEPRA
Downeaster service has sparked economic growth in Old Orchard Beach, Maine, where two hotels and a \$20 million residential and retail complex are underway near the local station.

Mechanical Group Produces Injury-Free Results

The Bear Maintenance Facility in Delaware serves as the base for a group of Mechanical employees who travel throughout the Northeast Corridor to repair and inspect Amtrak's maintenance of way equipment — and they have done it without an FRA-reportable injury for nearly two years. The group of 17 repairmen/inspectors also performs overhauls and modifications, builds MOW equipment, responds to derailments, and measures and secures oversize loads to be transported across the railroad.

While the majority of the mechanics work at Bear, two employees are based at each of the outlying locations in Perryville, Md., New Haven, Conn., Providence, R.I., and Adams, N.J., to better cover the vast territory.

Every Day Poses New Challenges

When Foreman Stephen Reader was asked to describe an average day, he explained, "Every day is different. The equipment, weather and even the city changes most every day, which makes working safely an even greater challenge." But these are challenges this group has proven it can overcome.

Like many positions at Amtrak, taking safety precautions is as much a part of the job as the job itself. Case in point: One morning Reader received a call to send a crew to repair a broken wheel on an Amfleet II coach near Wilmington, Del. In preparation for the job, a safety briefing was held, the personal pro-



Photo: Stephen Reader
Repairman/Inspector Jim Ricchiuti measures the coupler while checking a tie car at Bear Maintenance Facility.

TECTIVE equipment (PPE) was identified and potential hazards and safety measures were covered. Employees were reminded that the train is positioned between two active tracks, so they should be alert when walking and listen for the watchmen's "clear up" call, warning them of an approaching train. After arriving at the site, the repairmen proceeded to weld the broken wheel so the car could be moved off the main line.

Buddy System

During inspections, and in other areas of their function, the "buddy" system has proven to be a key factor in preventing injuries. Reader believes that the more each employee is aware

of his or her co-worker's intentions, the more safely the work can be carried out.

Every Wednesday night, Long Island Rail Road operates a train from Sunnyside Yard to New Rochelle, N.Y. But, before the train can travel on Amtrak's railroad, it must be inspected. During inspections, two employees work together and communicate the work being done and the hazards confronted. One evening, Repairman/Inspector Jim Ricchiuti noticed a big hole in the ballast and shouted,

"watch your step," alerting his co-worker to a hazard that he may have otherwise missed.

"It may seem simplistic," stated Special Duty Safety Officer Steve Baker, "but it's really important. The guys are focused on inspecting the train and may not always see everything in their path, particularly at



Photo: Stephen Reader
At Bear Maintenance Facility, Repairmen/Inspectors Bobby Dean and Mark Flowers inspect the slide rail on Tie Car 15588.

night. This warning can help prevent slips, trips and falls — one of the railroad's most frequent causes of injury."

Building Safe Habits

Not rushing or taking shortcuts is fundamental to keeping co-workers safe. Over the summer,

Repairmen/Inspectors Wayne Rude and Mike Corcoran were conducting an inspection of a newly procured ballast regulator before it could operate on the railroad. "We needed to climb onto the equipment to make sure the antenna could clear the catenary wire, so — among other safety measures — we took the time to level the ballast with a shovel first, so the ladder could be securely positioned before we climbed up," stated Corcoran.

When they are not repairing and inspecting rolling stock, they also

build equipment for Engineering forces, such as a set of three fit-rail cars designed to transport 150-foot-long rail. "We started with three stripped cars and built stanchions and tie-down straps to hold the rail, and bulkheads on either end to prevent the rails from sliding off in case of a

“... the more each employee is aware of his or her co-worker's intentions, the more safely the work can be carried out.”

sudden stop." Utilizing PPE, they employed Move Smart techniques when lifting and carrying the 150- to 200-pound steel stanchions. "Because this work is done outside, we are at the mercy of the elements," explained Repairman/Inspector Ken Odom. "In 95 degree weather, we still wear our leather welding jackets to protect us

from burns and other injuries. We also take cooling breaks every 90 minutes or so to avoid heat-related illnesses."

According to Reader, the key to their outstanding safety record is situational awareness; always looking a step or two ahead, watching out for their buddy and communicating every step of the way. "Our repairmen don't assume an area is safe and they don't take shortcuts," he added.

Working safely results in greater productivity, high-quality work, reduced turnover and many other tangible benefits, noted Bear Superintendent Danny McFadden, who recently commended the group at a safety recognition luncheon. "Not only do safe behaviors reduce injuries and increase morale, it maximizes the return on our most important investment — our employees," he added. ■

Eco-Friendly Fuel Tanks Support "Green" Initiatives

Five new 30,000 gallon tanks, which are more environmentally protective than the aging underground tanks installed in 1983, were recently installed at Ivy City Maintenance Facility. Each tank is equipped with spill prevention valves, leak detection capabilities, an anti-theft coding system and a computerized tracking system that logs the amount of fuel vendors deliver to the tanks and the amount dispensed to each locomotive.

"If, over time, a leak was to occur," stated Senior Environmental Coordinator Jack Schweitzer, "it would have less of an impact on the environment because the above ground tanks enable us to visually inspect the tanks, detect leaks more easily and repair them more quickly. And, our ability to track fuel usage by locomotive will help us improve our fuel conservation efforts." The four underground tanks are scheduled to be removed next fiscal year.



Photo: Al Feeley

At Ivy City Maintenance Facility, Mechanical Foreman II Rick Lokey reviews the computer monitoring device that displays information about the new diesel fuel tanks.

Call Centers Render System-Wide Support

From booking reservations to handling customer complaints, the reservation call centers, located in Riverside, Calif., and Philadelphia, provide 'round-the-clock service. In FY '07, the 1,058 employees at the call centers handled 17.4 million calls (including calls to the automated "Julie" system); to date, 968 call center agents have handled more than 16 million calls in FY '08.

"As a reservation sales agent, I hold a strategic position as the voice of Amtrak," said Alys Rogers, a 21-year company veteran. "I provide train schedules, fare information and reservations from coast to coast."

According to Frank Gallelo, director of the Philadelphia call center, the duration of an average call is four minutes, although the peak travel periods may reflect a spike in call-time as bookings may become more detailed. Agents, he said, are expected to have an on-phone rate of 97.2 percent; that is, availability to accept calls from passengers.

John Boettinger, FY '07 Call Center Sales Excellence Award recipient, shares his perspective on productivity born from 19 years on the job.

"I believe the key to maintaining a high on-phone rate is to utilize your breaks and lunches to take care of your personal business," he said. "I feel that having your work station supplied with all the tools necessary to do your job efficiently will increase your productivity."

Such productivity is not new to the Group Desk, which handles bookings for 20 or more passengers. The group generated \$9.7 million in revenue in FY '07; through July FY '08 they brought in \$6.9 million. In addition, the Ticket by Mail department is also on pace to break last year's sales mark. In FY '07, the Riverside and Philadelphia operations combined to generate \$65.3 million; so far in FY '08, revenue is at \$59.3 million.

Working in tandem with this massive sales operation is the Customer Relations Desk.

"The Customer Relations Desk strikes a balance between satisfying unhappy customers while caring for Amtrak's resources," Gallelo said. "Customer Relations is the last line of defense in winning back the loyalty of unhappy customers."

The desk handles 11,000 inbound calls and thousands of callbacks per month in response to passenger letters or e-mails. The group also works closely with the Office of Customer Relations in Washington, which receives about 1,000 letters per month. "The Customer Relations Desk has been a tremendous help in reducing our correspondence turnaround time," stated John Wojciechowski, director, Office of Customer Relations.

Supporting all of this is the behind-the-scenes effort of the call center's engineering staff. "Open communication with the call center personnel allows us on the technical side to provide service in a quick and efficient manner," said Ja'Far Abdus-Samad, director, Call Center Engineering and Support. "As time is an important commodity, our modern systems and intricate knowledge of the applications becomes an asset." One key service delivery goal is to maintain the availability of key online systems at or better than 99.98 percent.

To show how his team supports Amtrak operations and its customers, Abdus-Samad hosted several open houses this year to introduce employees from various departments to the call centers.

"We wanted personnel to see firsthand how the call centers are both an important revenue generation channel and a source of multiple services to assist the entire Amtrak community," he said. ■

If You Build It ... They Will Come

In search of a way to keep the youngest passengers content while waiting for their trains, Ticket Agent Nancy Hartman created a children's area at the South Bend station, where kids can occupy themselves with children's books, puzzles, coloring books and cartoons.

"They seem to gravitate toward the brightly colored train engine on the wall, little table and chairs and Thomas the Train window valance," stated Hartman. To encourage them to keep the area neat, the children receive an Amtrak "fun" bag for putting everything back in its place before they leave. According to Hartman, this was made possible thanks to the encouragement received from her District Manager Dave Kuhn. "He supported this 100 percent!" she said.



Ticket Agent Nancy Hartman poses with Service/Train Attendant Judy Butler-Woodfolk's three children (Jada, Courtney and James) at the "AmKids Corner." Butler-Woodfolk and her family just arrived at the South Bend station after concluding a family vacation on the East Coast.

Promotions in Motion

Double Amtrak Guest Rewards® Points Offered This Fall

Amtrak Guest Rewards® is offering double points this fall on all trains, with qualifying trips to be taken between Sept. 12 and Dec. 15. This is the third consecutive year for this fall promotion to drive incremental revenue and increase travel among Amtrak Guest Rewards members, with each year proving more successful than the previous.

“Last year, those who registered for the double-points promotion spent more on travel than those members who did not,” according to Megan Yarmuth, senior officer, Loyalty Marketing.

Student Advantage Program Underway

The Amtrak Student Advantage® Program is beginning the 2008-2009 school year with a new brochure, on-campus ads, online promotions and dedicated e-mails to Student Advantage members. The program offers a variety of discounts, including reductions of up to 50 percent off of everyday items like clothes, food, music, textbooks and travel. Amtrak offers Student Advantage members a 15 percent discount on most rail fares with a three-day advance purchase.

“The Student Advantage program continues to be successful in capturing incremental revenue from tickets purchased by students,” according to Debbie Moller, manager, Amtrak Vacations. “Through July 2008, the program generated \$14.4 million in rail sales for FY '08, a 40.2 percent

revenue increase over the same period last year.”

Amtrak Sponsoring DTC's 4th Season

Amtrak is joining Wilmington, Del.-based corporations such as DuPont, ING Direct and Bank of America as a corporate sponsor of the 30th season of the State Theatre of Delaware. In exchange for providing the Delaware Theatre Co. an allotment of *Northeast Regional* tickets, the company — as the “Official Transportation Provider” — will receive brand name and logo placement on production playbills, print ads, promotional show-card mail pieces, lobby signage and the DTC Web site.

Amtrak will also receive full-page playbill ads throughout the 2008-2009 season and corporate sponsor

acknowledgement in a welcome announcement before the start of each performance. In addition, a promotional program insert for one of the productions will be distributed to 7,000 DTC members.

Amtrak employees will receive a 10 percent discount for tickets purchased throughout the 2008-2009 season. Valid Amtrak identification must be presented at the theatre box office when the tickets are obtained.

New Partnership Promotes DVD Release

Amtrak and Anchor Bay Entertainment have partnered for the



Sept. 23 DVD release of “A Tale of Tails,” featuring Wubbzy from the Nick Jr. pre-school show “Wow! Wow! Wubbzy!” As part of the promotion, which runs through Oct. 31, Anchor Bay developed counter cards, seat-backs, stickers, children’s placemats and ticket jackets showcasing the product. In addition, an Amtrak insert in the DVD offers a free child’s rail fare ticket.

This special offer is valid for sale between Sept. 23 and Dec. 23, and is valid for travel from Jan. 5, 2009 until April 30, 2009.



Front Line Focus

Dear Amtrak:

I am writing to commend ... the conduct, service and, chiefly, the character of [Train Attendant] Judy Butler, with whom I had the pleasure of sharing a trip from Emeryville, Calif., to Chicago.

... Of course, she performed the requisite tasks ... delivering meals to the handicapped passengers and handing out pillows, but it was the manner with which she carried out the tasks that deeply impressed me. Chiefly, I saw a dignity in Ms. Butler, from start to finish, from day to night, which spurred me to tell Amtrak.

Thank you, Judy and thank you Amtrak for carrying me safely and enjoyably across this country.

With respect,
California Zephyr Passenger

Dear Amtrak:

During my last trip ... another passenger mentioned that someone should write a letter about [Ticket/Accounting Clerk] Angelo [Mendez] at the Tampa Union Station. ... Since my first Amtrak trip out of the Tampa station in 1997, I have had nothing but wonderful service from Angelo and [Ticket/Accounting Clerk] Gilbert [Dolores]. They are always pleasant and helpful no matter what the circumstances.

... Even though I moved to Naples, Fla., four years ago, I still drive the 150 miles to the Tampa station because I feel safe leaving my car there, and I know that Angelo and Gilbert will be there to greet me and handle every situation.

... I'm so glad I can travel out of Tampa where Angelo and Gilbert are the best.

Very sincerely,
Silver Star Passenger

Annual Photo Contest Amasses Record Submissions

Since its inception in 2003, the company's "Picture our Train" Wall Calendar Photo Contest has drawn the interest of shutterbugs — employees and rail fans alike — from all points on the compass and, as a consequence, the number of submissions has grown by leaps and bounds. Each year has seen a record number of submissions and this year is no exception; more than 180 contest entrants submitted nearly 300 submissions for a chance to win a photo credit on the 2009 Amtrak wall calendar and a \$1,000 travel voucher.

Marcee Chipman, a San Diego-based attorney, is the grand-prize winner of this year's contest. Other winners include:

Second Place: Richard R. Hansen, Morro Bay, Calif.

Third Place: Brian Nicodemus, Akron, Ohio

Fourth Place: Alex Mayes, Fairfax, Va.

Fifth Place: Scott Lothes, Corvallis, Ore.

Hansen, Nicodemus, Mayes and Lothes will also receive travel vouchers of \$500, \$250, \$150 and \$100 respectively.

Chipman's winning photo — captured with a Canon 30D camera — is a visually stunning shot of a *Pacific Surfliner* as it departed the Santa Fe Depot in San Diego on June 27. "It is truly an artistic expression but, more importantly, I like to share the beauty and awesomeness of life in general," said Chipman. "I was walking across the station and saw the palm trees in the afternoon sun, and I wondered how many people in Minnesota would know that palm trees really do grow at a train station." ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversaries August 2008

ADAMS, DOUGLAS
ANDERSEN, DIRK
BORES, WILLIAM
BROOKS, CURTIS
CYPHERS, ROY
DESHANE, ANDREW
DOUGHERTY, DANIEL
DUCKETT, ROGER
GETER, KAREN
GREGOIRE,
KATHLEEN
HARSH, WILLIAM
HAWKINS, ANGELA
HOLLIDAY, WILLIAM
HOWARD,
BRADFORD
HURCHICK, GEORGE
JONES, LISA
LOCICERO, JOSEPH
LUCAS, ROBERT
MANNING, KEITH
MCQUEEN, WANDA
MILLER, JOHN
MOLLERS, SYLVIA
PAUL, APRIL
PENN, MICHAEL
REYNOLDS, DELMA
RICHMOND, EARL
RIGG, PETER
SCHNEIDINGER, FRED
SHELTON, STEVEN
SILENCIEUX, JULINE
SILKOWSKI,
DOUGLAS
STOUTE, WAYNE

THOMAS, TIMOTHY
THOMPSON, KAROL
THOMPSON-LAKE,
SANDRA
TRACEY, PAUL
UTTERBACK, KEVIN
WALKER, DAVID
WEISS, DAVID
WEST, ROBERT
WHITE, GERALD
YOUNG, MARK

25-Year Anniversary August 2008

AYLWARD, BARBARA
BERNAL, FRANK
BLAND, GLENDORA
BUFORD, DONALD
CHAMPAGNE,
JEANETTE
CLARKE, KAMAAL
CLINE, TIMOTHY
CORYDON, JAMES
COWARD, TYRONE
CRONIN, TIMOTHY
DIEMER, WILLIAM
DOUGLAS, RANDALL
DWYER, MICHAEL
FINLEY, ANDREW
FLORES, OSWALDO
FOOS, DAVID
FRICKA, MICHAEL
FUQUA, BRENDA
GIBSON, HERMAN
GOODWIN, ANNIE
HERZEK, KARL
HOANG, ANDREW
HOYT, ANDREW

KING, JAMES
KIRALLA, RAYMOND
KNIGHTS, ORIN
LACY, ALVIA
LAMBERT, JOHN
LUSK, PATRICIA
MANNING, NORMAN
MC BRIDE-
GOODMAN, PHYLLIS
MCATEER, JOHN
MCDAID, DAVID
MEYER, JOSEPH
MIHOK, RICHARD
MIRANTE, WAYNE
OLIVER, JAMES
PASTERNAK, JOSEPH
REYNOLDS, MARY
SHUPP, DANA
SMITH, ORAL
SOWIAK, JOSEPH
STEINOUR, ALAN
SYLVESTER, MIGUEL
SZCZEPANSKI,
WILLIAM
TAYLOR, BRENDA
VEGA, JULIA

30-Year Anniversary August 2008

ANDERSON, FRANK
CAMPOS, ROLANDO
CONARD, GARY
DEMPSEY, TERRENCE
DONOHUE, FRANK
LOHMAN, LAURENCE
MELBOURNE,
MICHAEL
MEYERS, CRAIG

PIPPIN, MICHAEL
WILKE, RAYMOND

35-Year Anniversary August 2008

AUDELO, DAVID
BARBARA, MARY
BECKER, WILLIAM
BOONE, EVELYN
BUGBEE, ROBERT
BUSCEMI, ANTHONY
CARROLL, TIMOTHY
FORBES, JOHN
GALLAGHER,
PATRICK
HIDAKA, JAMES
HONNOLL, LINDA
KATZ, FRED
LANGER, ROBERT
LEWIS, LAKE
MARTIN, JANICE
MURRAY, THOMAS
OWSIANY, CHESTER
REWKOWSKI, DENNIS

Retirees July 2008

ANTEE, PHILLIP
BARRETT, GAIL
CHESTNUT, ALAN
COTTON, WILLIAM
DINARDI, ANTHONY
DOHM, PAUL
D'ORTO, DONALD
FARRELL, VINCENT
GAUGHAN, BRUCE
GRIFFITH, JULIE

GROSSKOPF,
THOMAS
HARTMAN,
SHELDON
HOOP, RONALD
IRELAN, BARBARA
JACOBS, RANDOLPH
KIRCHER, JOHN
KULICK, KENNETH
LAVALA, FRANK
LEE, SUNGCHI
LORD, STEVEN
LYDON, RANDOLPH
MADDEN, DAVID
MAHONEY, JEROME
MULLIGAN,
LEONARD
MURRAY, STEVAN
RINALDI,
CATHERINE
RITTENHOUSE,
THOMAS
SCHAEFER, BONNIE
SIMS, DOUGLAS
SMITH, BARBARA
SPRING, DONALD
THUER, JAMES
TRIBER, PAUL
TROUTMAN,
EDWARD
TURNER, STEVEN
WASHINGTON,
JAMES
WOLF, GEORGE
WOODLEE, ROGER

This Month in Amtrak History

SEPTEMBER

September 15, 1974

Chicago-Port Huron *Blue Water* is introduced. Between 1982 and 2004, this route was replaced by the *International Limited* and extended to Toronto as a joint operation with VIA Rail Canada. The *Blue Water* assumed its old name when the Toronto service ended.

September 28, 1977

The first batch (eight units) of AEM-7 electric locomotives is ordered; one year later to the day, the second batch (15 units) was ordered. Currently there are 49 AEM-7s on the roster, numbers 901 through 953.

September 30, 1981

Black Hawk, *Cardinal*, *Shenandoah*, *Pacific International* and *Beacon Hill* make their last runs. However, the New York-Washington *Cardinal* was reinstated on Jan. 8, 1982 and the *Pacific International* service between Seattle and Vancouver was restored in 1995 as the Amtrak *Cascades*.

September 29, 1988

After a \$181 million restoration, the revitalized Washington Union Station is unveiled, complete with shopping mall, restaurants and a theatre.



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Washington, D.C. 20002

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A Monthly Publication for and by Amtrak Employees

Volume 13 • Issue 9 • October 2008



**Morning Show
Takes to the Rails**

**FY '08 Performance
Exceeds
Expectations**

**Auto Train
Celebrates Silver
Anniversary**

Photo: Jeff Osborne

The Good Morning America chartered train kicks off a five-day Whistle-Stop Tour through the Northeast and Ohio.

AMTRAK® i n k

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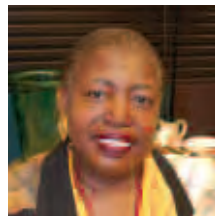
Quick Quotes

What is your most memorable station experience?



Linda Marie Chenore, bulletin assignment clerk
Chicago, Ill.

“In 2001, I met a train engineer named Terry Chenore here at Chicago Union Station. We spoke a few different times before he asked me to dinner while I was waiting for a train to New York. After hearing about what a great guy he is, I accepted. Now he’s my husband!”



Alicia Patterson, central reporting analyst, Environmental Health and Safety
Washington, D.C.

“As I walked through Washington Union Station one evening, I assisted a family struggling with six small children. As I helped them reach the boarding gate, I realized what our station agents do every day and the importance of great customer service.”



Roger Bernabo, ticket agent
Fort Worth, Texas

“The morning of June 14, 1999, the Oklahoma City and Oklahoma governor joined us to celebrate the *Heartland Flyer* on its inaugural trip. The *Heartland Flyer* has continually been supported since that day. Oklahomans are mighty fine train riders.”

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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FPO FSC Logo (Horizontal)

train of thought

On Sept. 30, we closed out FY '08 with the best year on the books; it was the sixth consecutive year of record ridership growth and we generated approximately \$1.73 billion in ticket revenue. While high gas prices certainly contributed to that growth, our own service improvements, revenue management and fare actions also made for an outstanding year.

We had an opportunity to show people who historically chose airline or highway travel the benefits of rail travel. As a result of our work, we showed many new riders what Amtrak can do and helped build a base of passenger rail converts. In fact, nearly 300,000 new members signed up for Amtrak Guest Rewards last year.

Despite the record-setting numbers, we were also beset by high costs last year; the high fuel costs that drove more travelers to Amtrak also made cost recovery more difficult.

On the legislative front, we achieved another significant accomplishment around the close of the 2008 fiscal year. A couple of weeks ago, Congress passed a combined Amtrak authorization and rail safety bill. The authorization — the first in six years — enables \$12.9 billion in funding for the FY 2009-2013 period. Not to be confused with an appropriations bill, the

authorization bill establishes the policy framework for passenger rail and recommends the annual funding required to meet those policy objectives.

When you break it down, the legislation recommends an unprecedented \$2.5 billion for each year within that period. The funding includes \$1.9 billion for state grants for rail programs, reforms such as improved accounting and standards for service and on-time performance, and a requirement for a collaborative NEC state-of-good-repair plan.

The importance of this legislation cannot be overstated. It will provide us the tools for long-range planning; the lack of which has hamstrung us for years.

Congress also approved a continuing resolution to fund Amtrak through March 6, 2009, at the FY '08 level (\$1.3 billion).

As we start off the new fiscal year, we face a volatile economy. That volatility will challenge us in many ways, so it is imperative that we work hard to maintain the ridership levels we saw last year. Together, let's make FY 2009 another exceptional year.



Alex Kummant

Editor's Note: On Sept. 12, a Metrolink commuter train collided with a Union Pacific freight train in Ventura County, Calif. As Metrolink responded to the situation and addressed service disruptions on that section of the 388-route mile track, Amtrak employees jumped in to provide assistance. Below is an excerpt of a letter from a Metrolink employee to Joe Yannuzzi, Amtrak's Southwest Division superintendent.

Dear Joe:

I wanted to thank [Director, Product Management] Jack Rich and [Food and Beverage Manager] George Padilla for coming to Metrolink's aid ... with our request for snacks for the passengers at the Ventura County line stations affected by the service disruption. Within an hour of my call to Jack, he made arrangements with George for Metrolink to pick up 1,000 snack packs from the Amtrak commissary. Our Metrolink teams were able to deliver [the] snacks and bottled waters at the Van Nuys, Northridge, Chatsworth, Simi Valley and Moorpark stations.

... Please extend my sincere gratitude to your staff for their quick response with mutual aid for our train passengers. It is times like these when we appreciate the support and assistance from the rail community, in particular Amtrak.

Best regards,

Charlene Ariza

Metrolink Marketing and Sales Program Manager

Morning Show Takes to the Rails

Amtrak and ABC News made history last month — broadcasting the first ever television show from a moving Amtrak train — as Good Morning America was televised from a reconfigured Amtrak charter train, the centerpiece of a five-day Whistle-Stop Tour that traveled across the Northeast and Ohio.

As part of an ABC News and USA Today “50 States in 50 Days” initiative to broadcast from every state in the nation in the 50 days leading up to the presidential election, GMA personalities used the rails as their vehicle to interview newsmakers and speak with residents in several communities about the important issues they face. The tour kicked off on Sept. 15 in Massachusetts and continued through New York, Ohio, Pennsylvania, Maryland, West Virginia and Washington, D.C., where the journey ended on Sept. 18.

Operated by Train and Engine crews with host railroad pilots and staffed by On-Board Service employees, the train was transformed to a television studio with specially equipped Amtrak cars, two private rail cars and two P-42 locomotives. Throughout the tour, the cameras followed the anchors through the train allowing viewers to tour the 11-car, 874-foot-long traveling studio, which included a Superliner I Sleeping car, a Superliner I Deluxe Sleeping car, a Cross Country Café car, two Superliner II Lounge cars and a Superliner Transition Sleeping car.

With aerial footage taken from helicopters, television audiences had an opportunity to see breathtaking countryside views of the train traveling through the communities. “By reaching millions of viewers during the Whistle-Stop Tour, our partnership with Good Morning America provided an opportunity to raise awareness of the benefits of train travel and our ability to serve travelers from large cities and small towns across the country,” stated Emmett Fremaux, vice president, Marketing and Product Development.

According to Marketing Director Bill Ladd of the Charter Services group, “The success of this unprecedented project was due to the effort of several departments including Marketing and Product Management, Transportation, Engineering, Mechanical and Amtrak Police in collaboration with Norfolk Southern, CSX Transportation and Housatonic Railroad.”

“Converting the equipment to a TV studio was a major undertaking, and at first, we didn’t think it could be done,” recalled Fleet Engineer Director John Grey. The equipment conversion, paid for by GMA, was performed by Mechanical employees at Beech Grove and at the Albany Maintenance



Photo: Kevin M. Briscoe

Board Chairman Donna McLean (2nd from R.) extends an official welcome to GMA anchor Robin Roberts (R.) while President and CEO Alex Kummant stands by to present a Golden Spike to the Good Morning America team. GMA’s Chris Cuomo (far L.) looks on.

Facility. The biggest challenge at the onset was determining the best way to install two five-foot-high dome-shaped satellite antennas on top of a non-powered control unit (cab-baggage car), while adhering to height clearance restrictions. The equipment is nearly 16 feet high without the antennas. To accomplish this, Beech Grove mechanics removed the original roof of the former F-40 locomotive, built a car-length pan resembling a kitchen sink, lowered it into the body of the car and mounted the antennas on top.

To prep one of the lounge cars for its transformation to a high-tech control car, mechanics at the Albany Maintenance Facility removed the interior components and modified the electrical system so the TV network could install an extensive array of electronic equipment. The upper level of the second lounge car maintained its standard configuration and served as the anchors’ studio, outfitted with GMA decals and other amenities; the lower level was converted to offices for the ABC staff.

Anchors Diane Sawyer, Robin Roberts, Chris Cuomo, Sam Champion and the ABC crew stopped at a number of Amtrak stations along the way where they were greeted by hundreds of people eager to get a glimpse of the popular morning show team. At the station stop in Springfield, Mass., “the birthplace of basketball,” crowds gathered to watch GMA anchors and members of Springfield’s Central High School shoot hoops at a court outside the station entrance. Masses of spectators also watched as the train pulled into Erie, Pa., where a segment was taped at The Brewerie at Union Station restaurant inside the station. At the tour’s conclusion, President and CEO Alex Kummant, Amtrak Board Chairman Donna McLean and more than 100 employees welcomed the news team as they arrived at Washington Union Station. ⁿ



Photo: Adam Sullivan

Led by an Amtrak P-42 locomotive, ABC's Whistle-Stop '08 train travels along U.S. 20 in Huntington, N.Y. on its way to Lenox, Mass..

Amtrak Called Upon to Help in Evacuation Effort

At New Orleans Union Terminal, Senior Officer, Station Design and Planning Michael Latiff assists passengers boarding an evacuation train to Memphis prior to Hurricane Gustav's landfall. Assistant Superintendent, Road Operations Butch Williams (R. in white hat), conducts a job briefing before the train departs. Williams and Latiff were two of the many members of "Go Teams," which included employees from numerous departments dispatched to the area to help with the evacuation and return home of New Orleanians.

Carrying more than 2,000 passengers each way, Amtrak worked closely with local, state and federal public safety agencies to safely evacuate residents and bring them back to New Orleans, in accordance with an agreement with FEMA. The three evacuation and two return trains, operated by Amtrak crews, consisted of Superliner and Amfleet cars and commuter equipment from the Connecticut Department of Transportation.



Photo: Gregory Likness

FY '08 Performance Exceeds Expectations

Record Demand Drives Ridership, Rising Costs Bite Into Revenue

Amtrak closed out FY '08 with approximately 29 million passengers and nearly \$1.73 billion in ticket revenue, making this the best fiscal year in company history. Despite the company's excellent performance and sold-out trains last fiscal year, that success was tempered by the cost increases the company bore over the same period.

Although September numbers were not available at press time, October through August numbers pointed to the exceptional performance. Through August, more than 26 million passengers traveled aboard Amtrak, generating nearly \$1.6 billion in ticket revenue.

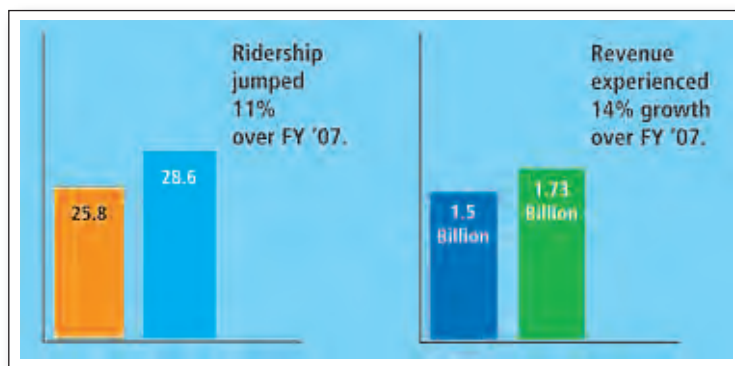
"Our employees deserve recognition for the dedication and hard work they put into the service we deliver to millions of Americans, and it is that spirit that helped make FY '08 a record-setting year," noted President and Chief Executive Officer Alex Kummant.

From October through August, all classes of service experienced an increase in both ridership and revenue; more than half the services posted double-digit gains in ridership and nearly all achieved double-digit increases in ticket revenue over the same period the previous year. Along the Northeast Corridor, *Acela Express* and *Northeast Regional* ridership were up 7 and 10 percent respectively over the same period last year, and generated 16 and 14 percent higher ticket revenue than in FY '07. State-supported and other short-distance corridors carried more than 12.5 million passengers, accounting for nearly \$340 million in revenue, 14 percent and 18 percent increases respectively. Long-distance trains experienced 9 percent increases in both ridership and ticket revenue.

Fare actions and revenue management, as well as increased advertising investments factored into the record numbers. Modifications to the service aboard six routes specifically targeted for performance improvement in FY '08 — *Auto Train*, *City of New Orleans*, *Coast Starlight*, *Hiawatha Service*, *Northeast Regional* and *San Joaquins* — also contributed to ridership and ticket revenue increases for each service.

High gasoline prices, and the rising costs and diminishing service quality of air travel have also driven more travelers to the rails over the past two years. The shift has naturally benefited Amtrak, providing the company an opportunity to turn first-time riders into passenger rail converts.

"We had an exceptionally good year," said Vice President, Marketing and Product Management Emmett Fremaux. "And while we now face an uncertain economy, in which pressures on travel budgets for businesses and



consumers may curtail growth, we remain confident that the positive customer experience of rail travel will continue to increase our market share.

"Our research indicates that about half of the ridership increases in FY '08 were driven by rising consumer gas prices," added Fremaux. "Right now, those costs have come down a bit, which will reduce our FY '09 expenses, but may also reduce demand we were getting from folks who started taking the train to avoid driving."

Citing on-time performance and the aging condition of the fleet among the challenges Amtrak faces, Chief Operating Officer William Crosbie added, "From the operation of the trains to the quality of the customer service we deliver, we're going to have to work hard to keep the ridership we earned this year, as each of us does his or her part to enhance the rail travel experience for our passengers." n

Completion of Interlocking Project Yields Time, Reliability

In the early 1990s, Amtrak identified three areas in the on Metro-North Railroad (MNR) where speed restrictions had to be improved in preparation for high-speed service between New York and Boston. In partnership with MNR and Connecticut Department of Transportation, infrastructure on their New Haven Line at two of the three problem areas — through the New Haven and Stamford stations — have been drastically upgraded. The third, at New Rochelle, N.Y., will be complete this month, as the finishing touches are put on the Shell-at-Grade project.

“With the completion of the Shell at Grade project we’ll see reduced trip times of one or two minutes through New Rochelle, but the real value is the significant increase both Amtrak and Metro-North are getting in capacity and reliability,” said Dick Salmon, senior director, Operations Management.

Trains may now pass through Shell interlocking (CP-216) onto Amtrak’s Hell Gate Line on two tracks at 45 mph instead of 15 mph. The reconfiguration also increases the number of tracks with platform access at New Rochelle from two to three, while maximizing crossover speeds east of the station. Conflicts between Amtrak trains and MNR trains are alleviated as well.

“Finding a cost-effective design that would meet the needs of all users was very time-consuming and challenging,” noted Drew Galloway, assistant vice president, State and Commuter Partnerships. “Twenty variations were proposed before a final selection was made, but it was important to stay focused and push for a solution.”

Construction on the \$110 million project began in 2004 as a joint project with MNR. “A project of this size would be daunting no matter what,” said Art Misiasek, deputy division engineer, Northeast Division. “Coordinating between two railroads has added to the



Photo: Art Misiasek

A C and S Production Gang, led by Senior Engineer Terry Tiller, uses a cable trencher during the construction of a new interlocking at Manor to facilitate train operations through New Rochelle, N.Y., as part of the Shell-at-Grade project.

challenge, but Metro-North has been a great partner.”

Amtrak’s construction responsibilities are being completed by Northeast Division Production and Signal Shop crews, as well as the System Production Bridge gang, the Switch Exchange System employees and B&B bridge fabricators in Bear, Del.

The first step in the project was creating a completely new interlocking on each side of Shell — Manor interlocking on the Hell Gate line and at Pelham on MNR — while the East Shell interlocking was reconfigured to accommodate traffic flow during construction.

Shell interlocking itself was simplified by removing several switches and shifting tracks. New rails and ties were installed along with improved systems for drainage, catenary and communications and signals. Additionally, the North Avenue bridge that crosses tracks near the New Rochelle station had to be rebuilt.

“We’ve had some significant setbacks during this project but we’ve done a great job of not getting behind schedule — that’s a real testament to the dedication and efficiency of our Engineering and Transportation employees,” said Jeff Fischer, project manager, Northeast Division. ⁿ

Catenary Improvements Augment Shell Project

In addition to the Shell-at-Grade project, which will improve traffic flow through New Rochelle, N.Y., major modifications to the catenary system on the Hell Gate Line — the 20-mile stretch from New Rochelle to New York Penn Station — are underway.

The project began in October 2006 and, according to Director of Capital Construction Joe McCullough, it is currently on schedule for completion in July 2010 at a cost of \$72 million. The Hell Gate Line was electrified around 1914 and constructed with a hanging-beam catenary system.

“Hell Gate is the only part of the corridor that doesn’t have our standard catenary system. Because of its outdated design, it’s a maintenance nightmare,” said Bob Verhelle, deputy chief engineer, Electric Traction. “By installing our standard system, we’ll have less outages and repairs will be much easier.”

Another advantage of the new system is independent electrification of each track, which eliminates having both tracks shut down during emergency repairs.

“We’re investing a substantial amount of money in this region, but it’s well worth it,” said Chief Engineer Frank Vacca. “This area is critical to our NEC operations and these projects will significantly improve on-time performance.”

Around the Map

As the 2009 fiscal year begins, Amtrak Ink provides a brief rundown on the accomplishments of the company's 14 state partners over the practices, and increases in frequencies, ridership and ticket revenue. Other states that have started down the path toward corridor services

Washington and Oregon

In FY '08, Washington DOT partnered with Amtrak to complete a major interior renovation to Amtrak *Cascades* trainsets, extending the service life to approximately 2029. The states also continued their strong capital investment in infrastructure and station improvements, which is decreasing congestion and improving on-time performance. This fall, Trains 513 and 516 are slated to be extended to Vancouver, B.C. Plans are also in place for groundbreaking on the King Street Maintenance Facility once designs are finalized.

California

California's multiyear equipment state-of-good-repair program helped Caltrans and Amtrak partner on the overhaul of two locomotives and five bi-level coaches last year, which increased vital seat capacity for popular California services. The state also received funding approval for the purchase of 27 new bi-level coaches, another step in adding capacity to meet record ridership growth. California's focus for the 2009 fiscal year is to continue successful marketing efforts with Amtrak, implement "quiet" car operations and improve public information display signs at stations. A pilot program for on-board Automated Ticket Validation will also kick-off.

Wisconsin

In response to continuing levels of record ridership aboard *Hiawatha Service* between Chicago and Milwaukee, Wisconsin continues to evaluate potential opportunities for service enhancements and expansion. Among some of the key issues under consideration over the course of the year are capital funding for new or refurbished equipment to increase ridership capacity and the potential addition of a new roundtrip.

Michigan

During 2008, work continued on advancing the positive train control "ITCS" system between Niles and Kalamazoo. When this segment is completed in 2009, the improved capabilities of the system are expected to provide enhanced operational safety and allow for a planned increase in speeds from today's 95 mph to 110 mph along approximately 45 miles of the Chicago-Detroit-Pontiac route.

Illinois

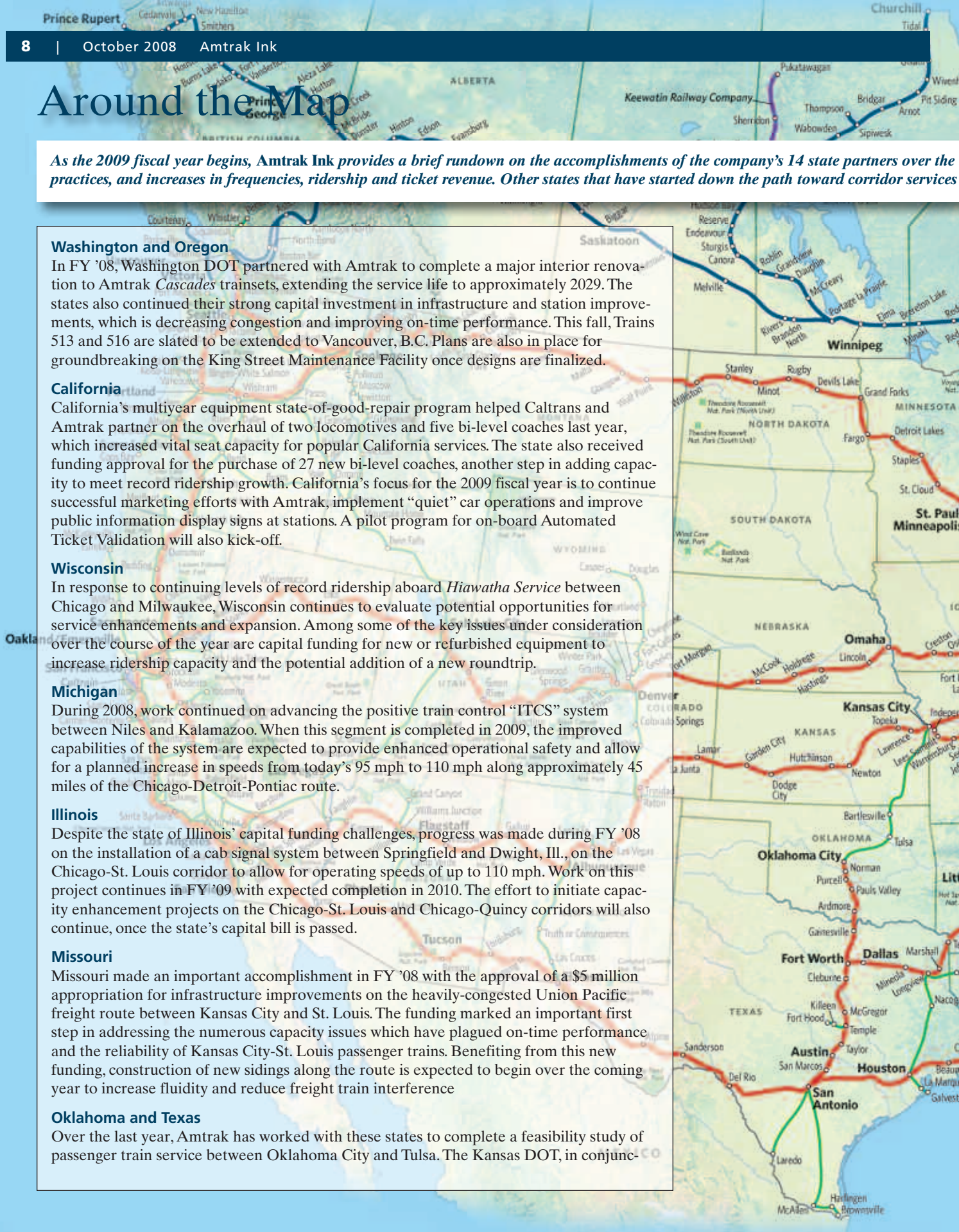
Despite the state of Illinois' capital funding challenges, progress was made during FY '08 on the installation of a cab signal system between Springfield and Dwight, Ill., on the Chicago-St. Louis corridor to allow for operating speeds of up to 110 mph. Work on this project continues in FY '09 with expected completion in 2010. The effort to initiate capacity enhancement projects on the Chicago-St. Louis and Chicago-Quincy corridors will also continue, once the state's capital bill is passed.

Missouri

Missouri made an important accomplishment in FY '08 with the approval of a \$5 million appropriation for infrastructure improvements on the heavily-congested Union Pacific freight route between Kansas City and St. Louis. The funding marked an important first step in addressing the numerous capacity issues which have plagued on-time performance and the reliability of Kansas City-St. Louis passenger trains. Benefiting from this new funding, construction of new sidings along the route is expected to begin over the coming year to increase fluidity and reduce freight train interference

Oklahoma and Texas

Over the last year, Amtrak has worked with these states to complete a feasibility study of passenger train service between Oklahoma City and Tulsa. The Kansas DOT, in conjunc-



last year and their goals for the next 12 months. The dedicated leadership from each state has helped create unique services, innovative and could soon become state partners include Florida, Kansas, Louisiana, Montana, Ohio and Virginia.



tion with the Oklahoma DOT, has also requested a feasibility study of new service between Kansas City and Oklahoma City, which will be a priority this fiscal year.

Maine

The state-supported Northern New England Passenger Rail Authority added a fifth roundtrip in Aug. 2007 to its extremely popular *Downeaster* service, introduced on-board wireless Internet access and continued its award-winning marketing efforts last year. This fiscal year, NNEPRA will launch the Innovative Ticketing project, enabling passengers to print their travel documents at home for *Downeaster* trips booked on Amtrak.com. NNEPRA and Amtrak will also continue to explore additional service expansion.

Vermont

Vermont continues to pursue the use of Diesel Multiple Unit equipment on the *Vermont* route. Over the next year, the state will be working toward bringing the project to fruition in FY '11, with hopes that it will significantly reduce operating expenses and allow more frequencies.

New York

Over the last year, New York took considerable steps toward rekindling an expansion of upstate corridor service thanks to the focus and commitment of new state leadership. The state has also made progress in planning improvements to the Albany-Rensselaer station. This year, goals include the completion of the capability study of additional service between Albany and Buffalo and the start of final design on a fourth track at the Albany-Rensselaer station to ease growing congestion.

Pennsylvania

After completing the \$145 million Phase I of its Keystone Corridor joint investment program with Amtrak to improve infrastructure on the Harrisburg Line, the commonwealth of Pennsylvania, SEPTA and Amtrak have completed much of Phase II by installing concrete ties and new rails on the east end of corridor. Remaining Phase II work includes signal improvements and new interlocking construction. The commonwealth and Amtrak are currently framing goals for the project's third phase, and this year Pennsylvania aims to update signage and marketing efforts for its routes by focusing on the improved customer experience.

North Carolina

North Carolina's continued national leadership role in developing Sealed Corridor Grade Crossing Protection systems has led to further improvements along its highly regarded Charlotte-Raleigh corridor. Over the coming fiscal year, the state intends to add another frequency to *Piedmont* service and complete its extensive Tier I Environmental Documentation for a proposed Raleigh-Richmond corridor. This analysis sets the stage for designing a route that meets National Environmental Policy Act requirements with the goal of eight daily roundtrips at up to 110 mph.

New Timetable in Effect This Month

The Fall 2008-Winter 2009 System Timetable is being shipped to stations across the system this month and will become effective on Oct. 27.

“We have several minor adjustments across the country, outside the Northeast Corridor, but no major timing changes,” said Barbara Bruce, senior scheduling officer in Chicago. “Although it doesn’t affect the schedule, the big service change is the restoration of through Boston-Chicago coaches and sleepers on the *Lake Shore Limited*.”

Bruce reported that there are also minor timing changes on the *Heartland Flyer*, the result of a state-funded BNSF switch project in Fort Worth; a change in *Capitol Corridor* Train 548, to accommodate University of California-Berkeley students; a new weekend Train 792 between San Luis Obispo and Los Angeles, with a schedule 25 minutes faster than Train 798; and timing changes to all of the *San Joaquins* trains to improve OTP, also as a result of BNSF track work.

“Officers from BNSF, Caltrans and Amtrak participated in a joint schedule-check program this summer,” Bruce said. “We identified four schedules from which five minutes could be removed and we adjusted the remaining eight trains to provide better train meets.”

Along the Northeast Corridor, there is an adjustment in the northbound morning Washington-Boston service pattern.

“In order to accommodate the new *Acela Express* Train 2160, which



began service on Sept. 15, we had to move *Northeast Regional* Train 174,” said Ted Tryon, senior scheduling officer in Wilmington, Del. “When we moved Train 174’s schedule, it created too large of a service gap between Trains

172 and 86, so we took a fresh look at the entire morning pattern.” The result is that Trains 84 and 86 will swap their Richmond-New York-Boston schedules, and Trains 174 and 184 will swap their Washington-New York-Boston schedules.

In addition, a stop will be added to Train 130 at Aberdeen, Md., for the growing clientele there resulting from the U.S. military’s Base Realignment and Closure Commission work. Train 134, normally a Friday-only train, will also operate on Thursdays. For the *Downeaster*, several trains are being retimed to allow late-night trains to depart Boston or Portland earlier. The *Carolinian* will no longer stop at Quantico and Fredericksburg, Va., but those stations will be served by the *Palmetto*, which also serves Yemassee, S.C., the station for Parris Island. As a result, one train will serve both stations with nearby military bases, Quantico and Yemassee.

“We will also reset the numerous track work-related schedule changes that we made this summer,” Tryon added. “The new schedule will incorporate reduced running times in the Empire Service region and on Metro-North territory between New Rochelle N.Y., and New Haven, Conn., resulting from track work

ACAT Revamps Acela Menu

The 10-member Amtrak Culinary Advisory Team has finalized the new fall/winter menu for the *Acela Express* First class service. Led by Tim Costello, manager, Product Development, NEC and State-Supported Trains, the team created an appealing menu of appetizers, entrées and deserts.

The new menu, expected to be put in service on Oct. 19, includes such selections as seared whitefish with bouillabaisse, pork tenderloin with fig sauce, seared chicken with sage and morel sauce, veal osso bucco, wild Alaskan salmon and blackberry bread pudding.

The team consists of two executive chefs and three regional chefs from Amtrak’s Food and Beverage department, four vendor chefs and restaurateur and executive chef Michel Richard. The team is tasked with reviewing and updating the *Acela Express* First class menu every six months.

The *National Dining Car* menu has also been updated with such items as toasted garlic chicken on wheat berry, flat iron steak and vegetarian pasta.

now being performed by Metro-North engineering crews, as well as revised times at the New Jersey stations that were affected by the Track Laying Machine work this summer.”

A Northeast Corridor Thanksgiving edition will be printed as usual, superseding the fall/winter timetable between Nov. 25 and Dec. 1. n

Auto Train Celebrates Silver Anniversary

On Oct. 30, 1983, 22 months after acquiring the predecessor business from Auto-Train Corp., Amtrak began its own *Auto Train* service between Virginia and Florida three days a week. Twenty-five years later, *Auto Train* provides daily service in each direction along the 855-mile route, serving more than 200,000 passengers and generating more than \$50 million in revenue annually. *Auto Train* has the best financial performance among long distance trains, recovering almost 90 percent of its attributed costs.

To commemorate *Auto Train's* silver anniversary, celebrations with food and giveaways are being held on both ends of the service, in Lorton, Va., and Sanford, Fla., on Saturday, Oct. 25. New artwork from acclaimed graphic artist Michael Schwab will be unveiled and included on new complimentary bags, pins, mugs, rack cards, posters, tee shirts and print advertisements.

An added feature of the celebration is a special, one-day 25 percent discount on coach travel aboard *Auto Train*. Travel is valid for mid-week only through February 2009.

"During *Auto Train's* silver anniversary celebration, we want to highlight its past successes and look forward to an even brighter future," said Emmett Fremaux, vice president, Marketing and Product Management.



The history of the *Auto-Train* predates Amtrak's *Auto Train*. On Dec. 6, 1971, the privately owned *Auto-Train Corp.* ran AT-1 from Lorton bound for Sanford with 15 cars for passengers and their automobiles. A Louisville, Ky.-Sanford segment, added on May 24, 1974, never proved profitable for the private company and helped cause *Auto-Train Corp.* to cease operations on April 30, 1981.

Despite those early setbacks, *Auto Train* has evolved into a popular way for passengers to eliminate the stress of congestion and traffic. On board, passengers may choose from a number of sleeping options, enjoy a complimentary dinner and a continental breakfast in the dining car, and view movies in the lounge car.

With a groundbreaking slated for January 2009, a \$3.5 million renovation project will get underway for the Sanford station, which was damaged by the 2004 hurricanes (see artist's rendering above). The renovations are expected to improve the flow of cars and improve accessibility. ■

Employees Reminisce About Auto Train

Marketing and Product Management's Chief Administrative Officer Morrison Manner started his rail career as one of the original attendants on the *Auto Train*. And, though he steadily progressed to other positions within the company, he has fond memories of his time aboard the Lorton-Sanford service.

"The train ran three days a week at that time, so every two weeks each crew had a day layover in Sanford," said Manner. "We were able to go to Daytona Beach, Disney World or spend the day by the Holiday Inn pool. I still enjoy my personal pass trips. There are still attendants and station staff that I started with, so it's always good to see them and catch up on what everyone is doing."

With the fun, added Manner, came hard work and a dedication to make the *Auto Train* run efficiently.

"Everyone worked together, not just the on-board crews, but the cleaners, Mechanical staff and station staff," he said. "Everyone helped each other get the job done. Other attendants would help the Sleeping car crew make beds; the OBS crews helped the cleaners, and the Mechanical staff fixed even the most minor defects."

Holding a range of positions over the years, from an *Auto Train* representative to her current position, District Manager, Stations Tina Brown has seen a number of trains roll into her Sanford location, each carrying passengers appreciative of the convenience the *Auto Train* service provides.

"For seniors, the opportunity to complete the trip overnight without stopping in a possibly unfamiliar area helps them tremendously," said Brown. "Families benefit by being able to enjoy themselves without being stuck driving that long trip."

Auto Train has undergone a number of changes over the past quarter century, including replacing the Amfleet equipment with Superliner cars, adding new carriers that provide additional vehicle space, and improving on-time performance, which is currently around 90 percent. Food that was once trucked in from local airports on both ends of the service has been replaced by meals prepared on board by chefs.

Both Manner and Brown agree that plans to build a new Sanford station bode well for the future. Yet, the success of *Auto Train* is tied to its attractiveness as an alternative travel option to the Sunshine State.

"With high gas prices, larger numbers of retiring Baby Boomers and the crowded Interstate 95 corridor, the future for *Auto Train* is excellent," Manner said. "It appeals to all economic levels. You could see a Rolls-Royce and a 20-year-old Volkswagen behind it."



Morrison Manner



Tina Brown

New Initiative Simplifies Travel Voucher Issuance

Team of "Doers and Thinkers" Uses e-Trax to Improve Accountability

In an effort to streamline the way travel voucher requests (TVR) are processed, the Station Sales Support team, part of the Marketing and Product Management department, recently developed an electronic process that uses existing technology. The project, led by Mike Jones, senior systems analyst, and slated for implementation later this fall, is designed to provide better automated accountability and reporting capabilities.

Nearly all employees, at some point in their career at the company, are likely to make a voucher request. Travel vouchers are used for many employees including those that do not have active rail card privileges, vendors and contractors, and service award travelers.

To obtain a voucher, managers, directors and supervisors currently send a faxed request to the travel office within the Human Resources department for review and processing. The generated voucher is then presented for issuance by a designated ticket office, which, in many cases, does not retain the voucher.

"Right now, vouchers have minimal automated processes and controls," said Jones, "and the procedures and administrative structure are loosely enforced. We've created an electronic process to trace, track and provide accountability for voucher requests, usage and distribution."

The new electronic process will utilize the Intranet-based eTrax tool to facilitate TVR, establishing a centralized site to initiate and monitor the use of travel vouchers. Pertinent data such as name of the requestor,

origin, destination and tracking can be obtained using eTrax, which will generate a six-digit voucher number used for ticketing. The preprinted paper form can be eliminated.

"This represents a major change in how travel vouchers are issued," according to Mike Toczykowski, director, Station Sales Support. "What was once a laborious, manual process now takes less than five minutes. And, because we leverage the use of the existing eTrax tool, there are no added costs associated with automating the TVR process."

Though their team often works at the behest of other business areas to support station sales, Jones, with an assist from Christian Lledo, senior e-commerce support analyst, and Inez Baucom, senior human resources specialist, took it upon themselves to review an outdated process and bring it into the 21st century.

"We're a team of thinkers and doers," said Jones. "We examined a process that could have a negative impact on the bottom line and applied our expertise to find a better way of doing business. In the end, the company as a whole will benefit from the new TVR process."

TVR will be located on the company Intranet. After logging on to the eTrax home page, users will be directed to a list of commonly used forms, which will include the travel voucher request form. Additional information about TVR will be disseminated via a number of job aids, Operational Standards Advisories, Arrow messages or by contacting Jones at ATS 777-3127.

Amtrak Partners in Major Rail Security Operation

On Sept. 23, Amtrak Police, the Amtrak Office of Security Strategy and Special Operations (OSSSO) and the U.S. Transportation Security Administration (TSA) partnered with local, state and commuter law enforcement agencies to stage the largest simultaneous East Coast rail security operation in history. The operation took place at 150 stations and aboard a number of Amtrak, MARC, and VRE trains to demonstrate the ongoing collaborative capability to protect the nation's busiest mass transit region. At designated locations, Amtrak Mobile Security Teams and TSA Visible Intermodal Prevention and Response, or VIPR Teams, also conducted random passenger and baggage screenings.

The operation came on the heels of the seventh anniversary of the terrorist attacks on Sept. 11, 2001. Since that time, Amtrak has significantly enhanced its security operations by creating and deploying tactical Mobile Security Teams, expanding its Station Action Teams to 16 locations, creating the Amtrak Intelligence Team and augmenting security awareness curriculum for employees in Block Training.



Members of the Amtrak Mobile Security Team patrol platforms at Washington Union Station.

Promotions in Motion

Fall Advertising Campaigns Promote Long-Distance, *Acela* and *Northeast Regional*

Three ad campaigns are underway this fall to promote long-distance travel and trips along the Northeast Corridor.

The long distance train ad campaign launched in September will continue to include print ads in regional versions of USA Today, which allows the company to communicate a broader range of city pair and fare information and provides broader national coverage. Other media includes ads in the major daily newspapers in the top six long distance revenue/ridership markets, Midwest Living regional magazine, out-of-home — airport signage, wall wraps and dioramas — and interactive Web sites.

The print component of the *Acela Express* campaign, also launched in September, will continue to feature the illustrations created by Christophe Niemann for the FY '08 winter/spring campaign, depicting the train itself as a metaphor for the many amenities travelers may enjoy on the *Acela Express*, including conference tables, the Café car and comfortable reclining seats.

The *Northeast Regional* campaign, launched this month, continues to promote the new brand identity to customers and prospects. The campaign will also continue to feature the creative concept utilizing photographs of evocative train track images that impart a message of relaxation and convenient access to friends, places and events along the NEC route.

The NEC campaigns include print ads in select daily newspapers, commuter newspapers and business

journals. Other media include out-of-home — transit bus backs, gas station pump toppers, airport bulletins, elevator broadcasts — interactive Web sites and radio traffic and weather sponsorships. Each of the ad campaigns concludes in December.



Amtrak Sponsoring 2008-2009 BAA Season in Baltimore

Amtrak is sponsoring the 2008-2009 season of the successful “Broadway Across America” (BAA) series at its flagship venue, the France-Merrick Performing Arts Center in Baltimore. Now in its 13th season, BAA is presenting such award-winning productions as “Legally Blonde,” “Chitty Chitty Bang Bang,” “A Chorus Line,” “Grease,” “A Bronx Tale,” and “How the Grinch Stole Christmas.”

“BAA attracts a loyal, upscale target audience similar to the market we’re targeting to grow the *Acela Express* brand,” said Paul Siegel, Sales and Marketing manager.

As the “Official Rail Transportation Provider,” Amtrak receives brand name and logo exposure on production playbills, print ads, the BAA and France-Merrick Web sites and opening night tickets for Amtrak corporate accounts with VIP lounge access throughout the season. In addition, exclusive sponsor discounts will be offered to employees for select performances all season.



Visit the Broadway Across America Web site and enter the password AMTRAKTIX to purchase tickets at the employee-discounted rate.

Direct Mail Discount Coupons Boost Awareness on West Coast Services

A special direct mail offer is being sent to select households along the Interstate 5 corridor in the Pacific Northwest to highlight Amtrak *Cascades*®. The Free Companion coupon is being mailed to 20,000 households between Vancouver, B.C. and Portland, Ore.

“The expected redemption rate of this coupon is minimal,” said Jon Stierwalt, senior marketing officer, Advertising. “It is intended as a piece to grow Amtrak *Cascades*

brand awareness, rather than simply boosting ridership.”

In addition to the Amtrak *Cascades* awareness campaign, box-top advertising will be featured on Papa John’s Pizza boxes for eight weeks this fall. Boxes at nearly 200 Papa John’s stores in Southern

California will feature an Amtrak California ad and a 25 percent discount coupon, which is valid on the *Pacific Surfliner* and *San Joaquins* routes.

“In this case, we want to boost brand awareness and encourage solo travelers to experience Amtrak California,” Stierwalt said.

This coupon is valid for sale and travel until Feb. 28, 2009.



Employee Milestones

Congratulations to All of You!

20-Year Anniversaries September 2008

ALLEN, MYLES
ARNOLD, JOHN
BETHEL, ROBIN
BLACKWELL,
DEBORJHA
CHRISTINZIO, JOHN
CLARKE, GAVIN
CLARKE, GEMMA
DAVIS, CAROLYN
DICKENS, CHARLES
ESPOSITO, GARY
GRIFFITH, MELVIN
GROFF, JOSEPH
GUYTON, ARTHUR
HARRIS, PATRICIA
HENDERSON, WILLIE
HOUSTON, KIMBERLY
HUTCHINS, JOHN
JACKSON, KIM

JANOTTA, DAVID
JENIFER, JEROME
JENKINS, MICHAEL
JOHNSON, KENNETH
JOYCE, ISAIAH
KIRSTEIN, DWAYNE
KNIGHT, DONALD
KURELLA, DEBRA
LUNDSTROM, LISA
MACDOUGALL,
MARY
MARTINEZ, FELIX
MC INTOSH, EDISON
NAJAC, KESNEL
NICKERSON, STEVE
OLIVER, DARRYL
RUDDY, CHARLES
SANKAR, SHERMAN
SCOTT, ROBERT
SHIELDS, JAMES
SINGLETON, GEORGE
SMITH, DENNIS

SOMODI, FRANK
STURKEN, ALAN
THOMAS, CHRISTINE
WARMINGTON,
JOHN
WEIR, CAROL
WHEELOCK, JOHN

25-Year Anniversary September 2008

BROWN, DONALD
BURK, CLARK
BUTLER, BEN
COBEAN, PAULA
CROSS, RUSSELL
DEAN, KEITH
ELLZY, LEO
FERRARI, STEPHEN
GORHAM, JOHN
HART, ANTOINETTE
HESS, RONALD

HYPPOLITE,
CASSANDRA
JASPER, EDDIE
KNAUB, ROBERT
LAWRENCE, CHARLES
LIPSCOMB, PHILLIP
LONG, MARK
MATTHEWS, JOHN
MCCARTHY, JOHN
MCCOLL, ANDREW
MCGOWAN, JOHN
NICHOLAS, ROBERT
OVERVOLD, DENNIS
PAVLIC, JOHN
PELLMAN, RICK
ROUSE, GARY
SEEHOF, JAMES
STIENZ, KURT
SULLIVAN, MARTY
WARD, BENTLEY
WELSH, STANLEY
WILLIAMS, JAMES

30-Year Anniversary September 2008

ALLEN, KAREN
ARTIES, RUTH
BAEZ, LILLIAN
BAGOSY, MARK
BENTON, TYRONE
BERNAL, ANICETO
BOYCE, ROBERT
BRAZELL,
CONSTANCE
BROADWAY, BRENDA
BUCHANAN,
RAMONA
BURGESS, MYRNA
CAMMOCK, LESLIE
CAPRIOTTI, EVELYN
COLEMAN,
CHEYENNE
COVERT, THOMAS
DAULTON, MARK

Front Line Focus

Dear Amtrak:

For the past four years, I have been a frequent passenger on the *City of New Orleans* and it has been my pleasure to travel many times with Assistant Passenger Conductor Brian Stanga. I just wanted you to know what a courteous and professional employee he is and how much his passengers think of him. He is never too busy to look after his crew or passengers, and he is a favorite on the "City."

I recently observed him offering his usual courteous service even though the weather was excruciatingly hot and passengers were disgruntled and disagreeable. It is not often that you see someone today that loves his job and executes it so well. I truly enjoy my travel on Amtrak, and he is certainly one of the reasons why I do.

Sincerely,
City of New Orleans Passenger

Dear Amtrak:

I am writing this letter to tell you about one of your excellent employees.

My husband and I were traveling from Sacramento to Chicago ... on the *California Zephyr*. ... All of the employees were kind and did their jobs superbly, from the check-in at the Sacramento station to the Dining car attendants and the conductors. ... But, the reason I am writing this letter is to tell you what a pleasure it was to have Elaine Huddleston as our Sleeping car attendant.

Elaine was cheerful and kind. She looked after our every need with a smile and a pleasant demeanor ... We will definitely take Amtrak again in the future ...

Very sincerely,
California Zephyr Passengers

Employee Milestones

Congratulations to All of You!

DAVIS, JOYCE
 DUFFY, MICHAEL
 ESCUDERO, RUKMINI
 FINLEY, REGINA
 GARGIULO, ALBERT
 GENGE, KATHIE
 GRAHAM, KEVIN
 HAEBERLE, WILLIAM
 HARPER, JOCELYN
 HERSEY, MICHAEL
 KANE, JOYCE
 KARLIN, MARCIA
 KING, JACQUELINE
 LASTRA, AMANDA
 LEE, ROBERT
 LEYHE, JOHN
 MAGEE, EILEEN
 MAYA, ROBERTA
 MONK, LINDA
 MULKEY, ARTHUR
 MYERS, LISTON
 NAZARENUS, STEVEN

NEE, WARREN
 NILAN, STEPHEN
 OSBORNE, DAVID
 PIERRE, HEUREUSE
 PULIDO, LINDA
 RICE, ELVIN
 RICHARDS, MICHAEL
 RYAN, PATRICK
 SALAZAR, STEVE
 SALZER, JOHN
 SETTLES, JAMES
 SHORT, WILLIAM
 SMITH, ROBERT
 STOJAK, LAURENCE
 STOUT, DONALD
 TABETA, REYNALDO
 TARITY, JOYCE
 THORNTON, EDWARD
 TIGER, VELTA
 TRUJILLO, ARLENE
 TUCKER, CLIFFORD
 WALSH, DAVID

WILFORD, WILLIAM
 ZIETHEN, TIMOTHY

35-Year Anniversary
September 2008

APPLEGATE, GEORGE
 AYCOCK, JOHN
 BIANCHI, HELEN
 BRYANT, PATRICIA
 DOYLE, MICHAEL
 FREUNDEL, JOHN
 GOSSARD, STEPHEN
 HANSEN, PATRICIA
 HARMON, MICHELE
 JABLONSKI, FREDERIC
 MULLINGS, MICHAEL
 PECK, ROBERT
 PHILPOT, GLORIA
 PIENTO, MARYANN
 PURICH, BETTY
 WASHINGTON, ELNORA

Retirees
August 2008

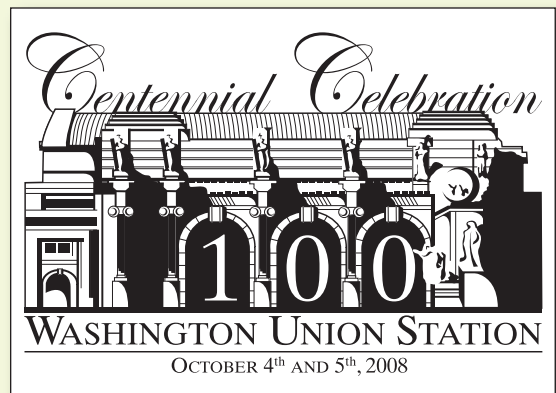
ARCHACKI, JAN
 BAUMGART, VINCENT
 BUTLER, WILLIAM
 CARSON, JOANNE
 CHAPMAN, JONATHAN
 CHOPORES, JAMES
 DANTZLER, LOVELL
 DILDAY, RUSSELL
 DINGWALL, EUGENE
 EARLY, RAY
 EVANS, MICHAEL
 FARRELL, TERRANCE
 FLEISCHER, ARTHUR
 GARDNER, LINDA
 GEORGOU LIS, KATHRYN
 GOND RON, MICHAEL
 GOTTSABEND, JOAN
 HENNESSY, RICHARD
 HERNANDEZ, THELMA

JOHNSON, ALFRED
 JONES, EDWARD
 KALANDRANIS, GEORGE
 LIDDLE, JAMES
 LOPEZ, OLECIA
 LUKE, CHARLES
 MANNING, WAYNE
 MOSLEY, HOWARD
 NAYLOR, CHARLES
 PARKS, WILBUR
 PETERS, MICHAEL
 POLLARD, BRUCE
 SCOTT, RUSSELL
 SEVILLE, WALTER
 SMITH, MARY
 STEPHENS, DANNY
 TOY, WAYNE
 URICH, LUCY
 VANDERSLICE, DENNIS
 WILSON, GAYLORD

Crowds Flock to Washington Union Station Centennial Celebration

On October 4 and 5, Amtrak hosted an open house event at Washington Union Station in celebration of the building's 100th anniversary. In partnership with the District of Columbia DOT, Ashkenazy Acquisition Corporation and Union Station Redevelopment Corporation, the company treated guests to an expansive train display featuring historic locomotives, private cars and current Amtrak equipment.

Children and adults also enjoyed model railroad displays, appearances by various mascots and historical exhibits. A host of transit-related organizations were on-hand to provide information to attendees.



This Month in Amtrak History

OCTOBER

October 28, 2001

The Maricopa, Ariz., station opens on the *Sunset Limited* route, providing service to the Phoenix area. Phoenix lost direct service in 1996, when Southern Pacific discontinued operation of part of its line through downtown Phoenix.

October 27, 2003

For the first time since 1992, a full System Timetable replaces separate National and Northeast editions.

October 31, 2005

Lake Shore Limited celebrates 30 years of continuous operation. On Oct. 31, 1975, the train was added to the national system as an experimental route and was officially designated as part of the basic system on May 9, 1978.

Look for the winter issue of *Amtrak Ink* (combined November and December) in December.



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A Monthly Publication for and by Amtrak Employees
Volume 13 • Issue 10 • November-December 2008

**Station Projects
Enhance Service**

**Amtrak.com Offers
One-Stop Shopping**

Five historic locomotives are queued in the rail yard in Washington, D.C., before being moved into the station for the Washington Union Station Centennial Celebration, which took place on Oct. 4 and 5.

H A P P Y H O L I D A Y S !



ink

Vol. 13, Issue 10, November-December 2008

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2008 President's Service and Safety Awards Recipients

On the Cover

These five historic locomotives were part of a 26-piece equipment display at the Washington Union Station Centennial Celebration on Oct. 4 and 5. Amtrak, with several partners, coordinated the event to raise awareness of the station's 100th anniversary and to bring together passengers, stakeholders, employees and local consumers. Approximately 7,000 visitors enjoyed the equipment display, memorabilia exhibits, model railroads, entertainment, and drawings for free Amtrak trips.

FPO FSC Logo (Horizontal)

train of thought

As I write this, I begin a new chapter in my relationship with Amtrak — as president and CEO. I am humbled to have the honor to serve Amtrak in this capacity and am hitting the ground running.

I've accumulated more than 30 years of experience in the surface transportation industry and know it well. And I've known Amtrak for many years. My official connection to Amtrak started more than 10 years ago, when I was commissioner at the New York State Department of Transportation. As a customer and state partner, I came to know Amtrak service in New York very well. Naturally, as the administrator at Federal Railroad Administrator, and the DOT's designee to the board of directors, I became thoroughly familiar with all of the facets of the company, including its relationships with state partners and freight railroads. I know our challenges and our limitations, but more important, I know our strengths and our perseverance.

My love for the railroad began in 1966 when I rode the train from Rome, N.Y., to Syracuse on my way to serve in the military. I always saw trains, buses and the Erie Canal as a way to freedom and a way to see the world.

But it's not just my passion for the railroad or even my belief in an interconnected

passenger rail system that led me to take this position. It's my faith in Amtrak and the conviction that we must play a major role as part of this country's transportation network that energizes me. A strong Amtrak is critically important to the mobility, energy independence and economy of the United States. It's your dedication and hard work that will make that happen.

This issue of Ink highlights the contributions and accomplishments of the President's Service and Safety award recipients, and I don't want to detract from that. In the coming issues, you'll hear more from me about some of my key objectives, which include safety improvements, energy-efficiency and a strategic plan that is both achievable and dynamic.

You may have heard me say that I prefer to be in the field than behind a desk — I expect to be traveling the system and look forward to meeting many of you.



Joseph H. Boardman

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Station Projects Enhance Service

As part of a continuing effort to revitalize stations, better serve passengers and employees, and help stimulate economic growth in local communities, Amtrak has been involved in recent station improvement projects in Picayune, Miss., and St. Louis.

After two years of construction, the new Gateway Station in St. Louis began serving Amtrak customers in late November. The intermodal facility serves Greyhound and MetroBus service, MetroLink light rail and 14 Amtrak trains each day. A snack bar with a small seating area is also available.

“We now have a much nicer facility that’s more visible and much easier to access,” said John Bueschel, district station manager. “The improvement in our platforms is like night and day, plus we can feed off the other service providers.”

In Picayune, residents, employees and local officials participated in a ribbon-cutting ceremony and station tour to celebrate the grand opening of the new station on Oct. 16. The building was constructed in classic early twentieth-century style adjacent to the former station stop, which consisted of only a platform and outside waiting area. Plans call for the new facility to house a museum as well. Securing funding for the \$875,000



Photo: John Bueschel

The new Gateway Station in St. Louis hosts Amtrak, Greyhound, MetroBus and MetroLink services.

project was a joint effort between the city and the Federal Transit Administration, with Amtrak providing input on design specifications.

In an effort to duplicate such station projects in other cities, the Government Affairs department continues with its Civic Conversation seminars to provide public officials with information on how refurbished stations can revitalize a community and spur economic growth. The next Civic Conversation is scheduled for February in Savannah, Ga.

“These new facilities and our endeavors to encourage and help with such projects in other communities represent a critical element of our company’s success,” said Joe McHugh, vice president, Government Affairs and Corporate Communications. “Our stations have to be accessible, clean and inviting to our passengers and I am proud the company is actively helping to promote this at the local level. These efforts help make us a better corporate citizen in the communities we serve.” ■



Photo: Gary Herring

Elected officials and local residents gather for the ribbon-cutting ceremony at the new train depot in Picayune, Miss., on Oct. 16.

Mechanical Focus Yields Efficiency

The Mechanical department, like the rest of the company, was extremely busy in FY '08, as evidenced by its many notable accomplishments. This fiscal year, Chief Mechanical Officer Vince Nesci will be leading his group toward more aggressive goals in an effort to further improve the fleet's reliability and availability across the system.



Photo: Joseph P. Riley
Car Repairman Kenneth A. Dalton cuts a vertical shock arm as part of a Level Three overhaul on an Amfleet I coach at Bear Car Shops in Delaware.

“Last year, we made great strides in shifting our management approach to one that is driven by process-focused methods,” said Nesci. “Whether it’s repairs and maintenance or safety, we’re using process-focused teams to identify areas of improvement and find solutions.”

Last year, eight process-focused teams (PFT) were deployed for fleet repairs. Each team is responsible for

identifying the top five failure modes for a specific fleet type, then finding the most effective and efficient ways to minimize or eliminate them.

One achievement was the replacement of faulty traction motors on P-42 locomotives. After a rash of problems that caused train delays and cancellations, the PFT determined that malfunctioning

pinion-end bearings were the culprit. After determining that a new single cage-bearing design would eliminate this failure, the Mechanical team installed the new bearings on more than 600 traction motors in the P-42 fleet. Since then, not a single pinion-end bearing failure has occurred as of press time. “That’s just one of many examples where our process-driven approach is improving reliability and eliminating a failure mode that inconvenienced our

customers,” said Nesci.

FY '08 also marked the beginning of a Life Cycle Progressive Maintenance Program for the diesel locomotive fleet. Instead of the traditional type of overhaul, which replaces all components at a designated time, LCPM uses hard data and forecasting to maximize the useful life of each component. According to Nesci, this new maintenance methodology is estimated to

result in an annual bottom line contribution of \$5 million.

Technology has played a role in mechanical improvements too. Using a process-focused approach effectively requires accurate data to make decisions. One tool implemented last year to collect such data is the Mechanics’ Workbench. More than 2,200 mechanics currently use the online tool to receive repair orders, enter the repairs made, and track the costs and time associated with each repair.

“The self-reporting function of the workbench is a huge improvement because we can run better trend analysis reports on system failures down to the component level,” said Nesci. “Another tech project was installing hardware for the Maintenance Event Analysis Program System on the *Acela* and HHP-8 fleets.”

The new hardware and software automates the real-time downloading of fault codes and transmits that information to a central computer system. Mechanical staff is then alerted so they can be prepared to respond as quickly as possible, thus reducing shop time and increasing reliability and availability. In January, upgrades to the system will not only alert mechanics to the fault, but will also provide the corrective action required to make the necessary repairs.

In FY '06, the Mechanical department had a ratio of 3.9 reportable injuries per 200,000 hours worked. That ratio dropped to 2.6 in each of the last two years thanks to the implementation of a safety PFT within the department. The team writes and consistently updates safety plans for each Mechanical facility by looking

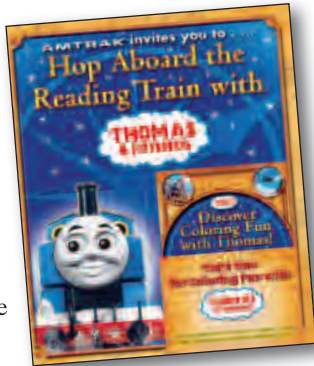
continued on page 6

Promotions in Motion

“Thomas and Friends” Promo Encourages Kids’ Reading

Amtrak and Random House Children’s Books have partnered for a “Thomas & Friends™” promotion through the end of December to encourage reading among children.

Random House has developed bookmarks as ticket jacket inserts, counter cards to hold mini-coloring books and placemats. These items are available in more than 90 stations nationwide, while the placemats with Amtrak children’s menu and coloring books are offered on long-distance trains. The coloring books will also be distributed as handouts in movie theaters.



Amtrak Promotes “Speed Racer the Next Generation: The Fast Track” Movie on DVD

Amtrak and Lionsgate Entertainment have hooked up to promote the release of “Speed Racer the Next Generation: The Fast Track” movie, which is now available on DVD. Geared toward a new generation of kids and action fans, “Speed Racer the Next



Generation” builds on the legendary adventures of the original iconic series and currently airs on Nickelodeon Networks.

Lionsgate has developed counter cards, seatbacks and placemats for the promotion. The counter cards and seatbacks are featured in more than 90 stations nationwide. Some seatbacks will be on select trains and the placemats with the children’s menu are available on long-distance trains. The promotion runs through the holiday season.

Fall Promos Aim to Attract Market

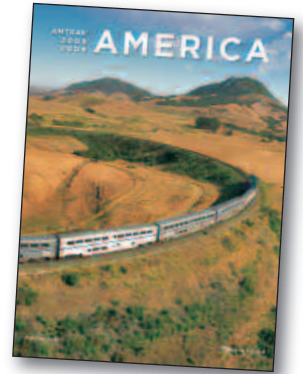
In an effort to increase ridership in the African American market, Amtrak launched the first of several *Acela Express* testimonial ads in the December issue of *Black Enterprise*, a national magazine with a circulation of four million whose readership includes affluent black businesspeople. The ad features CBS sportscaster and loyal *Acela* rider James Brown. Issues outside of the Northeast Corridor will feature Amtrak advertising promoting holiday travel.

Also in this issue, Amtrak’s diversity program is featured in a special section of the magazine, which takes a closer look at the business case for diversity.



New Brochure Designed to Inspire Customers to Choose Rail Travel

The latest version of *Amtrak America*, a completely retooled 60-page brochure, is a travel guide with a brand new consumer-centric approach designed to elevate the Amtrak travel option to new heights. Its fresh, streamlined, magazine-style look and feel



showcases Amtrak destinations in stunning photographic settings that reveal the beauty of America to potential travelers.

It also highlights increased emphasis on state partnerships, Thruway bus connections and Amtrak’s “green” travel advantages. Through the use

of numerous references to Amtrak.com, it effectively supports the company’s most efficient booking channel, guides customers to current and specific information and guarantees a long “shelf-life” for itself. ■

Station Employees Have the Key to Safety

Keystone Corridor employees at the Lancaster and Harrisburg stations put safety first — and they have done so for more than a decade. The group of red caps, baggage handlers, ticket agents and secretarial staff in Harrisburg has worked without an FRA-reportable injury for over 10 years, while the Lancaster station employees have done so for more than 13 years.

According to District Manager, Stations Rich Esposito, these employees take pride in working safely and understand how important safety is to the overall operation. When Ticket Agents Deborah Rodriguez and Joe Godbout were asked to what they attribute their remarkable safety record, they noted several key reasons. “We remain aware of our surroundings, read our safety walkabout handouts and watch out for one another. We don’t take safety for granted; we take it very seriously,” said Rodriguez.



Photo: Linda Garrity
Ticket Agent Joe Godbout (L) and Lead Ticket Agent Jim Carey await passengers at the Harrisburg station ticket office.

Assistant Superintendent, Stations Rick Gadbois also credited the efforts of the Keystone Corridor Safety Committee, which recently hosted a Health and Safety Fair at the Harrisburg station, which was attended by more than 200 employees from various crafts. “The fair was held to show our appreciation for employees and provide them with valuable information that supports our overarching goal — to strive for an injury-free workplace,” he said.

Harrisburg is one of several locations that hosts health and safety fairs. For more than a dozen years, this popular event has been held at

Penn Station, attracting hundreds of New York-area employees. Other locations planning health and safety fairs for next year include Boston, Albany-Rensselaer, Miami, Jacksonville, New Orleans, Washington, D.C., Sunnyside Yard in New York and Adams Maintenance of Way Base in New Jersey. ■

Mechanical

continued from page 4

at root causes for injuries, creating effective remedies and increasing employee awareness. These personalized safety methods will continue to be modified and improved this fiscal year — steps that Nesci feels will help his department reach its goal of a 1.9 safety ratio.

When asked about other goals for the current fiscal year, Nesci noted that increasing fleet capacity, availability and reliability, as well as reducing initial terminal delays will be among the top priorities.

Accordingly, a program is underway to put 12 stored Amfleet I cars back in service. Specs have also been written for the purchase of 75 new baggage cars, 25 single-level diners and 15 single-level sleepers.

“We worked closely with Marketing, Strategic Partnerships, Engineering, and Transportation to design equipment that will meet everyone’s needs. Collaboration is critical as we replace equipment that is at the end of its useful life, and the project team has done a great job,” said Nesci.

The procurement process for equipment usually takes between two and three years. Vendors will be selected in the coming months, with delivery taking place over the next couple years.

“Everything we did last year, and will do this year, is about engaging our people and engineering solutions,” Nesci concluded. “From fleet maintenance to safety training, we’re focused on the best processes for continuous improvement.” ■

Amtrak.com Offers One-Stop Shopping

Amtrak.com now offers passengers more choices and flexibility for making travel plans online. The site now includes OneView, which synchronizes passengers' reservations and cancellations in real time and enables them to easily manage all aspects of their trip, both on- and off-line. This allows customers on Amtrak.com to choose from thousands of hotel properties and destination service products and car rentals at or within a mile of 70 major train stations. In addition to the travel and hotel options, customers can also purchase tickets to the theater, sightseeing tours and other special events.

“ This one-of-a-kind booking engine fulfills Amtrak's business requirements to generate revenue while augmenting the passenger's travel experience. ”

“This one-of-a-kind booking engine fulfills Amtrak's business requirements to generate ancillary revenue through commissions on each transaction and augment the passengers' Amtrak travel experience by providing additional information on hotel accommodations and entertainment options,” according to the project's sponsor, Kathleen Gordon, senior director, e-Commerce.

“We understand that there are myriad transportation and travel options available online,” added Gordon. “With the use of this technology, we can offer travelers another reason to visit Amtrak.com and thousands of travel options to choose from.”

The project team included Creative Director Roger Seitzinger, who served as the project owner; Marketing Officer, Special Projects Deborah McFarlin who designed the site, and Deborah Cheng, whose development group coded the booking engine. ■

Station Honored for Landscaping and Gardening Efforts

Bulletin and Assignment Clerk Linda Bansemer, holds Milwaukee Airport Rail Station's 2008 Garden District Landscape and Garden Award that was pre-



Photo: Dan Valley

sented to the Wisconsin Department of Transportation by Alderman Terry L. Witkowski and members of the 13th District Garden Committee. For the second year in a row, the airport rail station received this award, presented to businesses that go out of their way to beautify their property and enhance the image of Milwaukee's Garden District through gardening and landscape improvements.



The 2009 Amtrak® Calendars Are In!

There are three ways to get your 2009 Amtrak® Wall Calendar:

- Visit the Amtrak Online Store at <http://amtrak.ai-estore.com>
- Call 1-800 369-4257
- Mail your order to: **Staples Promotional Products**, Attn: Amtrak Customer Service Representative, 1520 Albany Place, S.E., Orange City, Iowa 51041

This year's calendar features a stunning photo – taken by Marcee Chipman of San Diego – of a *Pacific Surfliner* train as it departs the Santa Fe Depot in San Diego.



2008 President's Service & Safety Awards Recipients

Amtrak paid tribute to its extraordinary and dedicated employees at a series of President's Service and Safety Awards ceremonies this fall. Congratulations to all of the employees honored!

ACHIEVEMENT

Donald R. Skinner

Program Manager, Baggage & Express, Marketing and Product Management, Washington D.C.

Since beginning his Amtrak career in 1980, Donald "Don" Skinner has built a stellar reputation marked by exemplary professionalism, reliability, resourcefulness and dogged determination. His approach to the task of standardizing Amtrak's station signage is a case in point.

Given this responsibility in 2007, Don redesigned size and display methods to reflect the current Amtrak brand mark and replace worn and faded signage. He also standardized highway trailblazer signs and developed new platform display signs to replace the old information boards in unstaffed stations.

As project manager, Don was responsible for developing a communications plan, coordinating initiatives with the Government Affairs and Corporate Communications department, vendors and communities, and managing a capital budget. The signage improvements now make it easier for passengers to find and identify Amtrak stations. Through Don's efforts, the signs now display information relative to travel guidelines, which sustain company efforts to maintain the safety of passengers and employees.

Go-Team Training

Donald E. Cushine, *Senior Director, Systems Operations Support, Transportation, Wilmington, Del.*

Maia Dalton-Theodore, *EAP Manager, Human Resources, Washington, D.C.*

Endorsed by their respective supervisors as high performers, Donald E. Cushine and Maia Dalton-Theodore have demonstrated initiative, creativity and persistent focus on getting the job done. This is especially evident in their teaming up to develop and organize the Go-Team training.

As a result of their recognition that Go-Team training was vital, Amtrak's managers are better prepared to respond to incidents and deal with the physical and emotional needs of passengers and employees. Now, the company is perceived by the public as more responsive and compassionate toward the victims of incidents along the rails.

All those who have witnessed the training in action are impressed by the more structured and better response to incidents. When he attended the training at the Consolidated National Operations Center facility in Wilmington, Del., a National Transportation Safety Board representative marveled that he was able to see a significant difference in the company's approach to incident response.

The Fort Worth Mechanical Team

Transportation, Fort Worth, Texas

Looking for a way to control costs, the Fort Worth Mechanical Team invented a Toilet Line Evacuation System. Frustrated by the delays and inconvenience to passengers and crews due to faulty facilities, Foreman Glenn Mallott took a new approach to correct the problem. The new system, designed and manufactured without

assistance from outside vendors, uses suction instead of pressure to direct blockage into a holding tank without damaging toilet lines or commodes.

At a cost of approximately \$5,000, including the trailer, the Toilet Line Evacuation System was built during normal working hours; no overtime was charged to the company. Now, with the use of the evacuation system, the performance of the toilets is greatly improved. Affectionately dubbed the "Roto-Rooter men of Amtrak," the Fort Worth Mechanical Team has traveled to various points within the Southwest Division to demonstrate the effectiveness of their invention.

The Fort Worth Mechanical Team

Luis A. Castro, Machinist

Adam T. Cooper, Carman Journeyman

Robert L. Dodd, Machinist

Glenn A. Mallott, Foreman III

Tommy W. Reynolds, Carman

Elmer W. Wilkerson, Carman

BUSINESS DIVERSITY

Darnell Speight

Contracting Agent, Procurement & Materials Management, Washington, D.C.

Excelling in his current position as a contracting agent, Darnell Speight has shown enormous enthusiasm and resourcefulness in expanding Amtrak's Supplier Diversity Program.

He has proven to be a huge asset in Amtrak's commitment to improving its Minority/Woman-Owned/Disadvantaged Business Enterprise (M/W/DBE) supplier base, constantly reaching out to new diverse suppliers and tapping underutilized information sources. Many of the diverse companies discovered by Darnell have been successful in securing contracts with Amtrak, while others show great potential for doing business with Amtrak in the future. The extended vendor base Darnell creates often results in cost reductions for the company.

Another new approach developed by Darnell is contacting local Chambers of Commerce in major cities served by Amtrak and state transportation departments to find diverse suppliers. He also locates diverse suppliers through Web sites and advertisements. Darnell continually follows up on all leads and evaluates new diverse companies to determine their potential for becoming Amtrak vendors.

CHAMPIONS OF THE RAILS

The Heartland Flyer Coalition Team

Transportation, Fort Worth, Texas

Using the template from the successful *Texas Eagle* Marketing and Performance Organization, or TEMPO, the *Heartland Flyer* Coalition is an all-volunteer civic and marketing group that was founded in 1999. Working together, this group of concerned employees — and one volunteer — promotes passenger rail ridership in

Texas and Oklahoma to maximize the potential of the service. A testament to the coalition's commitment, along with that of the Fort Worth Safety Committee, is zero personal injuries, incidents or safety rule violations.

With the enthusiastic participation of its members, the *Heartland Flyer* Coalition sponsored several special events on board the train, which experienced ridership increases of nearly 11 percent and ticket revenue growth of 13 percent in calendar year 2007 versus 2006. Consistently scoring high Customer Service Index ratings throughout 2007, the *Heartland Flyer* also carried its one millionth passenger.

The Heartland Flyer Coalition

Lila A. Cooper, Lead Service Attendant

Michael Doty, Conductor

Carol A. Dougherty, Lead Service Attendant

Judi Elmore, Volunteer, 2007 Chairperson

Robert Villarreal, Conductor

ENVIRONMENTAL ACHIEVEMENT

Edward T. "Tom" Meyer

Foreman III, Mechanical, Chicago, Ill.

Edward T. "Tom" Meyer began his Amtrak career as a mechanic on May 31, 1976. In his current position, he leads and supervises the operation of the Wheel Truing Shop at Chicago's 14th Street Yard, where he effectively maintains 100 percent compliance to Association of American Railroads' rigorous audit and wheel compliance standards.

During 2007, Tom developed and managed a modification of the P-42 Ecology Sump Tank drain to prevent accidental oil spills, which involved the installation of a special camlock fitting. When the valves on these tanks are defective or not properly closed, the potential for spills is significant. Tom showed innovation, creativity and environmental excellence by finding the appropriate camlock to fix the problem.

Cleanup costs for even small spills can range between \$1,000 and \$5,000. Yet, the cost to purchase and install the camlock was \$11 per unit for each of the 192 P-42 locomotives. Tom's work has resulted in outstanding environmental performance that has paid off handsomely at a nominal cost. Not only does this impact his shop directly, but also every part of the railroad that these locomotives touch.

PROJECT EXCELLENCE

Amtrak Guest Rewards® Team

Michael A. Blakey *Senior Director, Loyalty Marketing, Marketing and Product Management, Washington, D.C.*

Janet R. Langenderfer, *Senior Director, Credit Cards, Finance, Procurement and Materials Management, Washington, D.C.*

Michael A. Blakey and Janet R. Langenderfer joined Amtrak on Dec. 16, 2003 and March 16, 2004, respectively. In 2007, they pooled their talents to negotiate a new contract for the Amtrak Guest Rewards® credit card program. Working across corporate functions, Michael and Janet were tasked with exploring competitive options for a new credit card. The goal was to increase revenue from co-branded credit cards with a contract signing bonus and increased commissions paid to Amtrak. In the end, a stronger product was created, exceeding expectations and projections.

Mike and Janet have amply demonstrated their ability to work collaboratively across departments to achieve a result that both

maximizes company revenue and creates a template for future projects between departments.

Brake Pad Commodity Team

Finance, Procurement and Material Management, Philadelphia, Pa. and Wilmington, Del.

This cross-functional team was assigned the task of improving the way Amtrak does business in the selection of components, with the focus shifting from selecting the lowest bid to finding the best value. The team began its research on brake pads in 2005, the actual pad change-outs occurred in 2006, with the savings realized in 2007.

The team's goal was to research the merit of purchasing a more expensive component and providing justification that this change in approach would be of real value, especially in light of procurement practices that stress lowest-cost bidders and/or federal oversight and auditing agencies.

After months of study, which included intense performance evaluation, comparison and life cycle tests, the team determined that the premium-priced disc brake pad offered an extended service life over the low-cost brake pad previously in use. As a result, pads are changed less frequently, with a \$1 million savings in material costs in 2007.

This project has conclusively established the validity of using a "best value" based selection process in place of the traditional "low bid" approach. A substantial development effort was essential to establish details of the process, which guaranteed that it could withstand any challenges from low-bid suppliers.

Brake Pad Commodity Team Members

James M. "Jim" Fenley, Senior Contracting Agent, Procurement, Philadelphia, Pa.

Paul Ferguson, Director, Fleet Engineering, Rolling Stock Engineering, Mechanical, Wilmington, Del.

Charles J. "Chuck" Florian, Air Brake Engineer, Rolling Stock Engineering, Mechanical, Wilmington, Del.

Larry D. Johnson

General Foreman, Mechanical, Beech Grove, Ind.

Larry Johnson began his career with Amtrak on Jan. 18, 1983, and is currently the general foreman of the Locomotive Shop, where he is responsible for the day-to-day operation of locomotive overhaul planning and scheduling. He works closely with the shops in the Beech Grove facility to ensure schedules are met to maintain production efficiency.

Larry was responsible for the overhaul of four P-40 BPH locomotives sold to New Jersey Transit. His responsibilities on this project included ensuring that each locomotive was overhauled according to NJT specifications.

Amtrak was to deliver four completed units by Sept. 30, 2007. Larry made sure that all exterior damage was repaired; painted with NJT colors, and tested with all modifications complete and inspected by NJT prior to shipment. The four units were shipped ahead of schedule, saving more than \$171,000.

Under Larry's direction, this project highlighted Mechanical's ability to increase revenue and contribute to Amtrak's prosperity. The expertise displayed by the Beech Grove shops to overhaul equipment on time and under budget maintains the company's credibility in the transportation industry.

Northeast Corridor Master Plan Team

Strategic Partnerships and Business Development, Philadelphia, Pa. and Washington, D.C.

The NEC Master Plan Team was tasked with creating, coordinating and managing a multistate investment framework for railroad use over the next 20 years from Maine to Virginia. This work requires continuous effort in coordinating the diverse agendas, schedules and goals of various groups — 11 states and Washington, D.C., 10 commuter agencies, four freight carriers and numerous federal oversight agencies — to maintain an ambitious project schedule.

The team's Phase I report, "shapes a compelling, unified vision for the growth of rail and efficient train operations for the Northeast," according to Anne Witt, vice president, Strategic Partnerships and Business Development.

The NEC Master Plan blends requirements from these various entities into service-capacity recommendations that will be made to Congress, and creates a useful platform for states to advance individual projects and initiatives in the context of a broad NEC network.

NEC Master Plan Team

John M. Conlow Jr., Senior Director, Corridor Infrastructure Planning, Strategic Partnerships, Philadelphia, Pa.

Andrew J. Galloway, Assistant Vice President, State and Commuter Partnerships – East, Strategic Partnerships, Philadelphia, Pa.

Amrita Hill, Principal Officer, Infrastructure Master Planning, Strategic Partnerships, Washington, D.C.

Stanley J. Slater, Senior Planning Officer, Infrastructure Simulation, Strategic Partnerships, Philadelphia, Pa.

Monica Barrow, SYSTRA Consulting

Janet Campbell-Lorenc, SYSTRA Consulting

South Bay Interlocking Remote Control Team

Paul S. Lockard, *Senior Engineer, Engineering, Lancaster, Pa.*

Harry A. Wray, *Assistant Division Engineer, Engineering, Boston, Mass.*

As members of the two-man South Bay Interlocking Remote Control team, Paul S. Lockard and Harry A. Wray were instrumental in replacing the South Bay tower with an electronic switch that can be remotely controlled from the Centralized Electrification and Traffic Control Center in Boston.

A project like this can typically require between 18 months and three years for completion. Remarkably, with their vast knowledge of electronics and signaling systems, Paul and Harry completed the project in six months. As the installation approached, Harry took all the necessary actions to ensure that the switch that Paul built would arrive on time for installation, testing and placement.

Their work is a shining example that a team is always capable of accomplishing more than a single individual. Their achievement is a credit to their expertise and dedication.

CHARLES S. LUNA SAFETY ACHIEVEMENT AWARD

In 1963, Charles Luna was elected president of the Brotherhood of Railroad Trainmen, and was reelected in 1964 and 1968. In 1970, he was designated by President Richard M. Nixon to be an incorporator and a member of Amtrak's board of directors. Luna was also appointed by Presidents Ford, Carter and Reagan to serve successive board terms, serving longer than any other board member.

His legacy of employee dedication continues at Amtrak through the Charles Luna Safety Achievement Award, which was established in 1990. The award is presented to the employee or group who demonstrates the highest degree of safety awareness.

As top scorer in the Safety Achievement category, John R. "Jake" Mumford is the winner of the 2008 Charles Luna Safety Achievement Award.

John R. "Jake" Mumford, *Detective, Amtrak Police, San Jose, Calif.*

John R. "Jake" Mumford joined Amtrak on June 15, 1999 as a detective. In October 2005 he was assigned to his current responsibilities in the Capitol Corridor Service area.

Jake is a focused individual when it comes to safety, concerned for passengers and fellow employees alike. In addition, he works with local police departments and other police departments specifically involved in other transportation modes in his area of responsibility to make certain they know how to work safely around railroad property. According to APD Chief John O'Connor, local law enforcement agencies in the area hold Jake in very high regard.

Jake has been noticed not only by his own department as Police Officer of the Year in 2007, but also by the California Corridor Joint Powers Authority specifically for his role in public safety. He was also nominated by the CCJPA and selected as the recipient of the National Association of Railroad Passengers' 2007 Dr. Gary Burch Award. In the nomination submitted by CCJPA's Eugene Skoropowski, he quoted the words of John Mumford: "Today I will try to make the world around me a little safer, one act at a time." Jake's activities include being an active member of the Amtrak Pacific Division Safety Team, conducting briefings at local schools as part of an Operation Lifesaver efforts, and keeping a close watch on areas where repeated safety issues occur.

SAFETY COMMITTEE OF THE YEAR

Mid-Atlantic South Communications and Signals Safety Committee
Engineering, Odenton, Md.

Rick Catania, assistant division engineer, Communications and Signals, developed this committee with representation from all four of the division's headquarters: Washington, D.C.; Baltimore, Md.; Odenton, Md.; and Perryville, Md. Every member of the committee is expected to play an active role in sustaining safety partnerships between craft employees, supervisors and management.

The C&S Safety Committee maintains an open-door policy for any employees who want to contribute to the cause. The members all agree that true success requires a team effort.

This team is not just a group of finders, it is a team of fixers. Committee members work extremely hard to come up with solutions, with an instinct for correcting unsafe conditions and behaviors in a professional manner. The proof of the committee's stellar performance is a zero injury ratio over 166,000 man-hours worked in 2007.

The C&S South Safety Committee's proactive approach sets a standard that resonates throughout the entire department.

The Mid-Atlantic C&S South Safety Committee

Richard M. Catania, Assistant Division Engineer

Francis X. Connor, Maintainer

Claude A. Dent, ARASA Supervisor

Timothy P. Diven, Maintainer

Robert E. Eberwein, ARASA Supervisor

Robert J. Engel, Maintainer

Lyle N. Ervin, Assistant Division Engineer

Jack L. Fritts, ARASA Supervisor
 William A. Hughey, Maintainer
 Jeffrey A. Merriman, Maintainer
 Albert J. Rush, Inspector C&S
 Larry W. Wilson, ARASA Supervisor

STATE PARTNER

Ron Adams, *Director of Rail and Harbors, Wisconsin Department of Transportation*

Ron Adams has been a tireless champion of preserving and promoting passenger rail service in Wisconsin, particularly the state-supported *Hiawatha Service*. In recent years, he has spearheaded the opening of a new station stop at the General Mitchell Airport, the opening of a new station in Sturtevant, Wisc., and the renovation of the downtown Milwaukee station. Each of these projects has helped to both generate new revenue for the *Hiawatha Service* and dramatically improve customer satisfaction.

The ridership on the *Hiawatha Service* continues to grow, as does the recognition afforded to the state of Wisconsin, all of which would not be possible without Ron's continued support and advocacy. Ten years ago, rail travel in Wisconsin was rarely mentioned as a viable alternative to the freeways and the airports, but after much investment, time and attention by the state of Wisconsin — and Ron in particular — rail travel is now the affordable alternative.

Toby Fauver, *Deputy Secretary, Local and Area Transportation, Pennsylvania Department of Transportation*

Toby Fauver is an assiduous advocate who consistently looks for ways to grow ridership and improve the service on the Keystone Corridor. In his role as deputy secretary, he has worked tirelessly to develop dedicated funding to support the operations and infrastructure requirements for *Keystone Service*, which runs 14 weekday roundtrips and eight weekend round-trip trains from Harrisburg to Philadelphia.

As a result of Toby's leadership, PennDOT has been an active partner in the Keystone Corridor Improvement Project, which has resulted in a state investment of over \$75 million through the first phase of the project. The investment paid off by returning the Keystone Corridor to all-electric 110 mph service, which has resulted in reduced trip times, increased service frequencies and double-digit ridership growth.

Toby has also been integral to the Northeast Corridor Policy group in fostering a vision for passenger rail through his participation in the Northeast Corridor Master Plan project. He has further demonstrated leadership in promoting Amtrak and the *Keystone Service* both at the state capital in Harrisburg and through various national transportation organizations.

George Weber, *Acting Chief, Bureau of Railroads, Illinois Department of Transportation*

George Weber has worked tirelessly to advance the cause of passenger rail in Illinois, engaging collaboratively with freight railroads, Amtrak and legislators to ensure that adequate funding is in place to operate Illinois' network of 30 state-supported trains smoothly and efficiently, thus preserving rail as a viable travel choice for Illinoisans.

George's efforts on behalf of passenger rail have contributed to a robust, flourishing, state-supported route network. Frequent and convenient passenger rail service on the three state-sponsored corridors is the result of his hard work to ensure that Illinois taxpayers get the most value for their expenditures. He has also successfully championed additional funding to expand and improve service. The

results have been phenomenal: ridership in FY '07 on all Illinois state-supported downstate services was 678,000 passengers, 74 percent more than the previous year. Revenue among these services was also up 57 percent, to \$5.8 million.

George is also providing leadership in developing innovative ideas to address Amtrak's equipment shortage and he continues to push for funding for a signal system that allows for 110 mph operation on the Chicago-Springfield route.

SUSTAINED EXCELLENCE

Steven C. Anderson, *Lead Carman, Mechanical, Beech Grove, Ind.*

Steven C. Anderson's career with Amtrak began on Nov. 10, 1980. In his current role, Steve is responsible for the layout, production, inventory and application of signs, tags and decals for cars and locomotives to ensure all interior and exterior signs are properly placed per Amtrak specifications and FRA and OSHA requirements.

Steve designs and produces decals that would otherwise be purchased from vendors, thus saving the company a considerable amount of money. His expertise, knowledge, and the quality of his workmanship are acknowledged both within and outside of Amtrak through countless letters of commendation.

Having also produced and applied decals for other agencies such as Caltrans and New Jersey Transit, Steve's work has been acknowledged as "flawless, perfect, and absolutely impeccable."

Stephen J. Baker, *Environmental Health and Safety Assistant, Mechanical, Bear, Del.*

Stephen J. Baker Sr. began his 32-year, injury-free career as a car repairman on Feb. 24, 1976. A hard working and high-energy employee, his non-stop approach and top-level performance earned him a special duty assignment in May 2005 as the safety assistant for the Mechanical Shop in Bear, Del. Two and one-half years later, he assumed additional responsibilities as the shop field environmental coordinator. He is a take-ownership kind of guy who is extremely reliable and pays close attention to detail.

Steve has become the go-to guy for environmental, health and safety issues in Bear. His on-the-job audits and persistence in holding contractors accountable have saved Amtrak thousands of dollars in potential overcharges. He also participated in the risk assessment team that developed an easier and safer cradle to carry a coupler from point A to point B.

A member of the Spill Response Team and the Bear Car Shop Safety Committee, Steve employs effective training and communications skills to help drive risk reduction and elimination.

John R. Burbach, *Locomotive Technician, Mechanical, New Orleans, La.*

John R. Burbach began his Amtrak career on June 1, 1977. Throughout his career, John has been credited by his peers and co-workers as someone who is always available to lend a hand and share his knowledge with his colleagues.

His insight and expertise as a highly skilled electrical technician and locomotive technician have contributed to the safety and reliability of service, ensuring a pleasant travel experience for passengers and repeat business. John's credits include the development of training presentations and a "No Load/No Fault" guide, which assists technicians in the trouble shooting process when locomotive problems arise. John is a 12 on a one-to-10 scale, according to one of his colleagues. John R. Burbach's dedication and hard work throughout his career has put him at the forefront in the category of Sustained Excellence.

Melvin R. "Ray" Butler, *Service Attendant, Transportation, Miami, Fla.*

Melvin "Ray" Butler has consistently been recognized by managers and passengers alike for exhibiting "the best in dining car service" for more than 34 years.

Melvin is an excellent employee who exceeds all of the standards for his craft. His excellence is evident in his professionalism, his rapport with the passengers, his ability to set up and strip a dining car with incredible speed, and his personable style of interacting with fellow employees.

During service disruptions and extremely late trains, Melvin normally takes the lead in assisting lead service attendants provide service recovery to passengers. In doing so, he maintains a positive, can-do attitude and is never too stressed to execute a task, no matter the difficulty.

Melvin is also very creative in the way he plates his desserts. Recently, he worked with his train manager and food and beverage manager to creatively use lettuce to display a fruit salad dessert. A Food and Beverage manager was so impressed that he recommended that this technique be used on other Amtrak dining services.

Gessner Canadiate, *District Manager, Stations, Transportation, Orlando, Fla.*

Responsible for a geographic area covering 10 locations in Florida across more than 250 miles, Gessner Canadiate consistently manages each location with the highest level of service to ensure increased revenue and ridership for Amtrak. Her key insight and know-how sets her apart, prompting one colleague to note that "she can pull rabbits out of a hat."

Gessner's strong work ethic, combined with her positive outlook, is uplifting to her co-workers and colleagues. She is always available for her customers and colleagues, giving 110 percent above the call of duty. She is a highly skilled employee who is able to anticipate the proper course of action required during a service disruption, delay or emergency.

Gessner has also been responsible for administering employee recognition programs, negotiating contracts and making cost-effective decisions on station beautification programs. A consistently visible and reliable resource, she demonstrates sound leadership in all areas of responsibility.

Daniel Castro, *Machine Operator, Engineering, Newark, N.J.*

Daniel Castro, affectionately called "Castro" by his peers, has operated maintenance-of-way roadway equipment safely and reliably in the New York Division since beginning his career on May 19, 1976. Throughout his career — entirely in the Engineering department — Daniel has had no reportable injuries, machine or vehicle accidents, or Northeast Operating Rules Advisory Committee violations.

Daniel possesses many talents and capabilities, but is most appreciated for his operational competence on more than 90 percent of Engineering roadway equipment machinery types. He displays this versatile expertise in a humble fashion characterized by his willingness to mentor new operators. During short weekend work windows, known as 55-hour outages, he is always on the job exceeding the norm and achieving high production rates that enable a smooth ride at track speed for the more than 1,200 trains that come through the New York Division.

Steven M. Cavalier, *Senior Analyst, Operating Practices, Transportation, Wilmington, Del.*

In his current role as a senior analyst, Operating Practices, Steven M. Cavalier conducts training for locomotive engineers, which is sought after by the system general road foremen, the Legal

department and all seven divisions in the Transportation department.

The combination of Steve's quizzing process, hands-on action and visual demonstrations produces well trained, safety conscious, procedurally knowledgeable locomotive engineers with final exam average score of 85. In addition, his archiving system has been invaluable for efficiently responding and providing compliance documentation to government agencies.

Steve also played a vital role in rewriting the conductor's manual, served on a team that wrote the initial service standards manual, and had a hand in rewriting the Transportation department's safety rules.

Mike Chandler, *Superintendent, Road Operations, Transportation, Los Angeles, Calif.*

As the superintendent, Road Operations in the Southwest Division for the past six years, Mike Chandler is in charge of delivering safe railroad operations. From March 1, 2007 through Dec. 31, 2007, his division had a safety ratio of 0.9, which exceeded the department goal of 1.6.

According to Southern Division Superintendent Jim Turngren, who has known Mike since 1990, "Mike worked very hard as an engineer, never had any failures or discipline issues, always maintained a good attitude and demonstrated leadership abilities."

Reuben Bravo, assistant superintendent, Southwest division added that, "We overlook the guys that do their jobs in a quiet manner. But, he recognizes his employees when they do a good job and is always reminding his managers to compliment their employees."

Dennis G. Chastain, *Auto Train Attendant, Transportation, Sanford, Fla.*

As an *Auto Train* attendant, Dennis G. Chastain consistently goes above and beyond to provide excellent customer service. His work aboard the Sanford-Lorton service has garnered a number of endorsements from his colleagues.

According to *Auto Train* Representative Brenda Dameron, "I have admired Dennis' integrity and impeccable job performance. He displays a passion for his job, giving each customer a great experience and thereby engendering lifelong customers."

Operations Supervisor Julie Byrne added, "His consideration is so genuine and his ability to make anyone feel at ease is a quality he possesses that I have seen few ever come close to matching."

According to other colleagues, it's not just about the Amtrak timetable for Dennis. He is a true Amtrak ambassador, reveling in the wonderful trips exploring the country and pointing our sights along the way for his passengers.

Donald G. Clayton, *Conductor, Transportation, Florence, S.C.*

Over the course of 20 years, Donald G. Clayton has become the epitome of train conductors, a role model for new employees and someone who wears his uniform with pride.

Donald is a very detail-oriented employee who is very conscientious in his handling of ticket-lifts and reporting delays to passengers. The level of detail included in his reports helps eliminate additional work for his supervisors.

Donald has been described as the most "spit and polish" conductor on the railroad, standing out because of his incredibly professional demeanor. He wrote the book on how to be an exemplary employee, handling customers with extra-special care and delivering quality service.

As a front-line employee, Donald is always faced with obstacles, such as troubles with passengers, delays due to host railroads or inclement weather, and yet he never loses his cool.

Mary T. Dawson, *Reservations Sales Agent, Marketing and Product Management, Philadelphia, Pa.*

Mary T. Dawson's work ethic is evident day-in and day-out, resulting in her selection as the agent of the year in 2006 and 2007. In 2007, she generated \$1.5 million in booked reservations, making her a member of the Amtrak Million-Dollar Club Platinum Group. Her diligence is also vital to reducing the costs associated with repeated calls from customers.

As a customer-oriented agent, one of Mary's strong points is her customer service skills. She is extremely knowledgeable and adept at identifying a customer's needs, and providing them with relevant information needed to plan his or her trip.

Within the call centers, change is constant, as systems are routinely tweaked. Yet, Mary adapts and rolls with the punches and continually strives to meet company goals. She goes about her job with an expectation of success and spirit of accomplishment.

Michael J. Duffy, *Boilermaker, Mechanical, Wilmington, Del.*

Throughout his career with Amtrak, Michael J. Duffy has been involved with several key projects, employing an outstanding professional approach to maintaining the locomotives housed at his facility. Mike's knowledge of product design and fabrications are often beyond comparison and is sought out by other departments, company vendors and representatives of other railroads to assist with their projects.

He is credited with designing the pilot mechanism for AEM-7 electric locomotives that deflects obstacles from the track that might otherwise derail the train; the new draft gear pockets for the Amfleet equipment; the battery box safety latch for the AEM-7s; and the new ecology tanks currently in use on the yard shifter at the facility. In addition, Mike trains his co-workers on the safe handling of oxygen and acetylene tanks. In all cases, he performs these duties with an eye on cost savings.

Thomas J. Finizio, *Senior Officer, Employee Development, Human Resources and Diversity Initiatives, Philadelphia, Pa.*

Over the years, Thomas J. Finizio has gained the respect of both his peers and management alike, and is known as one of the best instructors to ever wear the employee development hat. Tom is dependable, helpful and committed to both employee development and the Engineering department, his primary customer. He is considered to be the most well-versed instructors in the department, one who can teach both technical and regulatory courses with equal expertise.

In one-on-one or group sessions, Tom displays a consistent communication style that appeals to new hires, veteran field personnel or management.

Tom teaches all of the employee development courses for the Engineering department — 25 in all — and conducts special classes such as contractor training, CPR and First Aid/AED for the Amtrak Police Department as well as employees of the call centers.

Michael "Matt" Franklin, *Chef, Transportation, Miami, Fla.*

Michael "Matt" Franklin is one of Amtrak's exceptional employees who thoroughly enjoys his job and his co-workers, and takes great pride and satisfaction in pleasing his customers. It is not unusual for other chefs to seek him out for his opinion.

Matt plans his food wisely and reports the lowest condemnation of any chef in Miami. He utilizes the manifest to help project the needed amounts of food for preparation. Matt is a stalwart user of the "FIFO" principle — First In, First Out — which is why he reports the lowest condemnation in Miami.

When new menus are introduced, Matt lends a hand in creating "helpful tip" sheets to assist other chefs. For his training tours, Matt has created his own new-hire evaluation and observation report that he gives to Miami management for review of training needs.

Gary Gabbard, *Standards and Compliance Officer, Mechanical, Beech Grove, Ind.*

Gary Gabbard always works above and beyond the expected level of performance, willingly taking on additional tasks to get the job done. His contributions help save the company money while delivering a quality product to passengers.

On a day-to-day basis, Gary is responsible for quality inspections of items purchased from vendors for the Amtrak fleet. In recording and documenting equipment failures, collaborating with others and demanding that vendors provide first-rate materials, he is unrelenting in ensuring that Amtrak gets its money's worth.

Among his many accomplishments, Gary has developed the Vendor Quality Tracking Form, currently in use system-wide on the Paradigm system; worked to resolve cable and door failures on equipment lifts for the Diner/Lounge conversion; and convinced a vendor to comply with warranty terms to develop a tool to measure the depth of seat foam.

Thomas F. Guerin, *Superintendent, Passenger Services, Southern Division, Transportation, Jacksonville, Fla.*

Over the course of his 34 years of dedicated service, Thomas F. Guerin has displayed high-level job performance and unwavering leadership skills. His expertise in regulatory compliance is evident in his stellar oversight and involvement in maintaining Amtrak equipment in accordance with ADA and company standards. Since joining the Southern Division, he has budgeted millions of dollars in much-needed station renovations and improvements and promoted good safety practices and environmental standards with his employees and co-workers.

Throughout Tom's career with Amtrak, he has been the catalyst for paving the road for the success for the company. An excellent communicator with a can-do attitude, he has been credited with building a diverse staff, setting high standards and treating passengers respectfully.

James E. Harper, *Special Agent, Office of the Inspector General, Philadelphia, Pa.*

Over the years, James E. Harper has consistently provided excellent service to the company, resulting in eight Officer of the Month nominations, multiple letters of commendation and an award from the U.S. Attorney's Office for his work on a credit card fraud case. Now working as a special agent in the Office of the Inspector General, James has been a strong and consistent leader and critical member of the Criminal Investigative Division (CID).

In addition to the fraud case, which led to multiple state and federal charges, James created a copper wire theft-prevention initiative and developed a checklist and how-to pamphlets for various types of investigations. On many occasions, he collaborates on investigations with Immigration Customs Enforcement, Drug Enforcement Agency and Philadelphia Police, all with positive results.

Linda F. Honnell, *Human Resources Specialist, Human Resources and Diversity Initiatives, Philadelphia, Pa.*

Linda F. Honnell brings an exactness and thoroughness to her position as a human resources specialist, assisting employees with benefits and entitlement issues. She goes about her work assignments

in a timely and efficient manner, prompting many endorsements from her department.

“She is professional in handling the demands of her clients,” said Timothy Pinsky, M.D., corporate medical director. “Linda has respect for co-workers — from red cap to president — she places no distinction.” Many others have also noted and admired Linda’s ability to interpret rules and policies, find information and offer exceptional customer service.

Reginald A. Jackson, Jr., *Auto Train Attendant, Transportation, Lorton, Va.*

As an attendant on the *Auto Train*, Reggie Jackson Jr. works as waiter, coach attendant and sleeping car attendant. Whether it is his attention to the details of the position, or his serenading the passengers in the coach dining car during breakfast, passengers are assured of exceptional customer service delivered in an entertaining fashion.

Reggie’s numerous commendations include six from fellow crew members for his outstanding customer service and teamwork. In a letter to Reggie summarizing the comments of an appreciative passenger, former President and CEO Alex Kummant wrote, “...you demonstrated exceptional professional knowledge and good judgment ... your self motivation, initiative and leadership abilities were clearly evident to all who came in contact with you.”

Leon C. “Shorty” Jones, *Train Attendant, Transportation, Miami, Fla.*

Leon C. “Shorty” Jones’ 34-year injury-free career is marked by consistent quality customer service and a professional attitude. Shorty is very professional and always ready to help, leaving a lasting impression on his customers. He takes pride in both his personal appearance and that of his car.

As proof of the outstanding manner in which he performs his duties, Shorty has more than 14 commendation letters from 1984 to 2007 on file. He has always believed in treating customers the way he wants to be treated. He volunteers to bus and wait tables, addresses customers by name — remembering their preferences — and trains new hires. Yet, despite the many duties he takes on, Shorty maintains a calm and friendly demeanor.

Edwin B. “Randy” Klein, *Conductor, Transportation, Washington, D.C.*

In his current role as a conductor, Edwin B. “Randy” Klein mentors new assistant conductor trainees, providing guidance that potentially creates safety-conscious, equipment-focused and customer-focused conductors capable of making concrete decisions.

Exhibiting the same characteristics he tries to instill in his charges, Randy always keeps an eye on those issues that may impact on-time performance and customer satisfaction.

In another instance, Randy assisted company and federal law enforcement personnel in identifying a passenger deemed to be exhibiting counter-surveillance behaviors. Of his actions, Transportation Vice President Richard Phelps said, “Our employees [like Randy] are a key part of detection and deterrence in the area of counterterrorism.”

Improvements in the on-board experience are, in large part, due to the efforts of the many employees, like Randy, that are reliable and known for their friendliness and dedication to good service.

Donesta Lay, *Ticket Clerk, Transportation, Jacksonville, Fla.*

Described by her co-workers as tireless, Donesta Lay is relentless when it comes to the welfare of her passengers. Her dedication has been marked by several milestones, including placement of a self-service postage machine in the Jacksonville station, working with the Jacksonville Transit Authority to provide easier access to the downtown area, participating in Black History Month activities, serving as an Operation Lifesaver volunteer, and serving as chairperson of the local safety committee.

Whether it’s taking on a project for the good of her customers or providing special attention to our elderly passengers and unaccompanied children, it is clear that Donesta is deserving of the accolades bestowed upon her by co-workers. Her dedication is unwavering.

Pascual C. Magdongon, *Human Resources Specialist, Human Resources and Diversity Initiatives, Chicago, Ill.*

Pascual C. Magdongon is the kind of employee for which every supervisor wishes. His willingness to take time, listen carefully and exude empathy are extraordinary in light of the demands on his time. He possesses the ability to communicate sincerely and accurately with confidence during stressful times, characteristics of paramount importance to drive department and company initiatives. His knowledge of Amtrak’s payroll systems, benefits programs and human resources initiatives is amazing. He understands the obligation to keep things running during transitions and ensures accuracy and timeliness.

Pascual’s immediate supervisor, Human Resources Manager, Central Division, Brenda Walls, agrees with reports from internal and external customers that he is team-spirited and has been totally reliable his entire career.

Pascual has been a regular contributor to the initial implementation of SAP and subsequent upgrades of the SAP payroll and HRIS systems. His complete understanding of the business processes, and how they are interrelated between Payroll and Human Resources, was crucial to its success.

Henry A. Marcell, *Human Resources Specialist, Human Resources and Diversity Initiatives, Philadelphia, Pa.*

Over the course of his 32 years of outstanding service to Amtrak, Henry A. Marcell has demonstrated superior leadership, an excellent attitude and exceptional initiative. Despite his typical long work weeks, he makes himself available any time, providing his expertise or assistance at night and on weekends.

He is dedicated to ensuring that all engineering projects are transparent to train operations by guaranteeing that all employees have the required training and qualification. Respected and supported by all, Henry always preaches that, if properly planned, any task can be accomplished safely within the safety rules, MW 1000 specifications and RWP regulations.

For his dedication to workplace safety, Henry received the 2002 Dr. Gary Burch Memorial Safety Award, presented annually by the National Association of Railroad Passengers to the railroad employee who has worked to improve the safety of railroad passengers.

Thomas F. McCann, *System Safety Officer, Transportation, Wilmington, Del.*

Thomas F. McCann has been one of the biggest supporters and motivators of the campaign to maintain high workplace safety standards. A true ambassador who employs a teamwork approach to safety, health and welfare of customers and employees, Tom’s first priority is safety.

Chief Transportation Officer Steve Strachan said, “Tom’s body of work is characterized by his loyalty, knowledge, reliability and strong work ethic. I wouldn’t hesitate to call Tom at any time.”

The 47 percent reduction in reportable injuries between 2003 and 2007 in Northeast Corridor Operations and Southern Division is attributed, in large part, to Tom’s field presence and mentoring.

Andrew D. “Drew” McColl, *Foreman II, Mechanical, Lorton, Va.*

During the 25 years Andrew D. “Drew” McColl has worked at the Lorton *Auto Train* facility in the Mechanical department, he seems to write his own job description every day. And whether that

day includes supervising employees, troubleshooting electrical problems, administrative tasks, or special projects such as spearheading the installation of XM radio, Drew is deeply involved in all things related to the *Auto Train*.

Drew's commitment to success is absolute. When challenges occur, as one employee stated, "Drew is standing there, ready to go. Whether it's the rescue of a train or getting a P-40 to run when it seemed impossible, He does everything, and he does everything well."

Gary L. McDaniel, *Service Engineer, Transportation, Philadelphia, Pa.*

Since beginning his Amtrak career in 1989, Gary L. McDaniel has shown a dedication and willingness to go above and beyond the call of duty to ensure the reliability and on-time performance of *Acela Express* trains. Delays are often minimized by his understanding of how *Acela Express* equipment operates and his ability to quickly resolve mechanical issues.

Despite the fact that it can take a new employee up to six weeks to learn the ins and outs of *Acela Express* equipment, Gary is a role model who is extremely patient in training and aiding these employees.

Gary's supervisor, Director, Operations and Projects Gary Pancavage said, "Gary has a hard and determined work ethic. He has a great sense of anticipation and a great working relationship with on-board crews, train dispatchers and CNOC."

Robin T. McDonough, *Deputy, Change Management, Operations, Washington, D.C.*

A recent MBA graduate from the University of Baltimore, Robin T. McDonough is always looking for ways to help the company meet and exceed its financial goals. For example, she helped develop and implement a standardized reporting system to track absenteeism among agreement-covered employees, served as a member of the Business Improvement Team and Capital Operating Budget Committee, and acted as an Advisory Committee member to the President's Service and Safety Award Program.

In all instances, Robin's overall job performance exceeds the norm. Understanding the importance of her work and unwilling to allow obstacles to deter her efforts, her drive and determination are matched only by her strong knowledge of company operations.

As a key member of Chief Operating Officer William Crosbie's staff, Robin exhibits the quiet demeanor, positive attitude and exceptional organization that best defines a true professional.

Alexis J. Medina, *Customer Service Representative, Marketing and Product Management, Philadelphia, Pa.*

Despite the fast paced, demanding environment of the Mid-Atlantic Reservation Sales Call Center, Alexis J. Medina successfully turns customer complaints into a positive outcome. Alexis is one of those rare employees who seems to have a natural sense for customer service.

Among her other accomplishments, Alexis streamlined the way the Customer Relations Desk processes transportation credits. Previously a three-day task involving multiple staff members, a single employee performs this task in about three hours. She has also been active in departmental refresher training, using her technical skills to create training materials infused with graphics and animation. Her training materials were later used as the foundation for a department training manual.

"Alexis is consistently patient and professional, supportive and understanding," said Samir Balanca, customer relations representative. "She sees the good in everyone and inspires us to be better ourselves."

Alicia Ann Messinger, *Customer Service Representative, Marketing and Product Management, Philadelphia, Pa.*

Alicia Messinger is the resident expert on Tivoli, Amtrak's first customer response database and the senior trainer for the present database, Remedy.

"Alicia has improved the sales revenue of the agent and the customer relations representative," said Barbara Ruditis, manager, Operations Support. "Due to her thorough training and consistent follow-up, I think Customer Relations is one of the most informed and highly trained groups in the corporation. Their professional demeanor has brought back countless customers generating more revenue and feedback."

In fact, all of Alicia's managers, supervisors and colleagues agree that she is a positive role model and mentor to her co-workers, a godsend to supervisors, and a dedicated and productive employee.

Bruce E. Mullins, *District Manager, Stations, Transportation, New Orleans, La.*

For more than 20 years, Bruce E. Mullins has performed at a consistently high level. In his current position, Bruce oversees 14 stations and 24 employees. He efficiently manages the caretakers of his unstaffed stations while establishing tremendous respect, rapport and credibility with his staff. Bruce is renowned as much for his commitment to safety as he is for customer service.

Bruce's day does not stop or start at the office. Rather, he uses his two-hour commute via train to routinely interact with and coach on-board employees.

Bruce always has a cheerful "good morning" for everyone in his path. He is willing to help his co-workers and Amtrak passengers in whatever way necessary. His professional manner is the epitome of sustained excellence.

Dennis W. Overvold, *General Foreman, Mechanical, Lorton, Va.*

As general foreman, Dennis W. Overvold is responsible for overseeing turnaround maintenance and train dispatching of Train 53 but, as one longtime colleague put it, "If you went by his position [title], he wouldn't be doing half of what he does."

Dennis is applauded for his continued contributions to every improvement of the *Auto Train* facility since its inception.

Dennis' understanding of the *Auto Train* passenger has been invaluable in the communication and collaboration that has developed between departments to improve the service. As a result of his team's work, and the influence of his leadership, the *Auto Train* has earned a reputation in which all Amtrak employees can take pride. Said a colleague, "For Dennis, it's all about the train, the service, the passengers and his employees. There is no one better."

David A. Rahn, *Passenger Engineer, Transportation, Jacksonville, Fla.*

David Rahn joined Amtrak on Aug. 20, 1986, when he was hired as a passenger engineer in the Southern Division. Before joining the company, David's railroad career began in 1967 as a fireman with the Atlantic Coast Line Railroad. As an Amtrak engineer, he is assigned to Train 97 and 98, the *Silver Meteor*, where he consistently displays his proficiency at his profession.

David's performance has been noted by his fellow employees and supervisors. His demanding job assignment consists of six-day weeks and 10-hour days. Joe Wall, Southern Division superintendent, said, "David is a true professional in every sense of the word. He runs his trains on time with exceptional skills."

All of Southern Division management recognizes the importance of David's job performance and believes that he has raised the standard to the betterment of railroad operations.

Kenneth P. Raupp, *Auto Train Attendant, Transportation, Lorton, Va.*

Kenneth P. Raupp executes his duties as an *Auto Train* attendant with pride in a job well done. Diven by the constant variety of customers encountered trip-to-trip, the demands on Kenny can fluctuate tremendously. Yet, the quiet pride with which he conducts himself helps him make the best of any challenging situation and satisfy those under his care. His concern for passengers is without question, and his professionalism is a constant, regardless of the circumstances.

“Kenny’s willingness to do whatever it takes to care for his passengers and his co-workers never wavers,” said Julie Byrne, operations supervisor. “I have the utmost respect for Ken, as do all who have worked side by side with him. There is no doubt that we have benefited greatly by having him as an *Auto Train* employee.”

Daniel P. Tasker, *Senior Engineer, Catenary Design, Engineering, Philadelphia, Pa.*

Daniel P. Tasker has established a reputation as a diligent employee who takes his job seriously and carries out his duties to the letter. Motivated and team-spirited, Daniel has maintained a flawless safety and attendance record over his long career. A fan of new technology, he is consistently seeking ways to keep Amtrak’s catenary system safe and reliable.

Daniel’s design of an automatic switching device to power electric trains has resulted in significant annual costs savings in maintenance, labor and material. The installation time on another of Daniel’s switching devices decreased from 45 minutes to 10 minutes, eliminating the need for a costly hydraulic tool. Daniel’s work is part of an ongoing company program to remove all existing manual fittings and replace them with more reliable automatic fittings.

Daniel’s designs, which have passed all industry and company standards, have proven reliable in every instance and are aiding in improving on-time performance.

Carl D. Walker, *Track Geometry Technician, Engineering, Philadelphia, Pa.*

In his current position, Carl D. Walker operates the TSAVe, an apparatus that measures track parameters. He has done an outstanding job in the operation of the measuring and mechanical systems on the TSAVe, effectively operating, troubleshooting and improving this equipment.

At one time, the hydraulic system used on the TSAVe had a history of regular failure. Carl investigated the operation and found that the original equipment manufacturer had under-designed the system. Carl reviewed the service environment and duty cycles for the system and redesigned it with upgraded pump and protection circuits.

In every instance, he has shown irrefragable character as well as excellent leadership and teaching qualities. His co-workers and supervisors agree that Carl is a fantastic individual who combines diligence and dedication with a cheery smile and positive attitude.

Earl Watson III, *Director, Independent and Contractor Projects, Engineering, Philadelphia, Pa.*

Over the course of his 32-year career, Earl Watson III has worn many types of (hard) hats, including trackman, inspector and project development officer. He is a problem solver who gives a 100 percent effort every day.

Earl has been involved in many high-profile projects, including the Central Artery Project (also known as the “Big Dig”), the North End Electrification Project, and overbuilds in the area of

Penn Station New York. It is estimated that the revenue potential of Earl’s efforts over the years on commuter projects is in the tens of millions of dollars. He has been instrumental in collecting management fees and up-front fees to cover labor costs. In fact, in the last four years, Earl has helped the company collect more than \$11 million in advance payments.

Ma Be “Gie” Watson, *Auto Train Attendant, Transportation, Lorton, Va.*

Ma Be Milagros “Gie” Watson came to Amtrak possessing many skills — culinary, inventory control, and an understanding of FDA compliance — all of which she has employed in a number of positions, including service attendant, lead service attendant and chef. By all accounts, she has excelled in all crafts.

In 1996 Gie was one of four employees who was instrumental in developing, testing and implementing a coach dining car service, which served the *Auto Train* successfully for several years. A member of the “Chef’s Committee,” she also represented the company when *Auto Train* received an award from Onboard Services magazine.

In addition to serving as a trainer for new employees throughout her career, train managers often seek her expertise and suggestions on food service aboard the *Auto Train*.

diana r. wesley, *Human Resources Specialist, Human Resources and Diversity Initiatives, Washington, D.C.*

diana r. wesley provides the highest level of customer service on a daily basis. Because a large percentage of her time is fielding telephone calls from retirees inquiring about their benefits, diana took the initiative to research implementation of a voice response system to make the operation more efficient. She was instrumental in the installation of the JPMorgan Chase Retirement Assistance Center, representing Amtrak during the development and implementation.

In addition, diana led a team tasked with streamlining the current medical leave of absence process. As part of this project, diana conducted weekly conference calls, delegated assignments to team members and conducted interviews with various Human Resources staff.

In all of her tasks and responsibilities, diana is thorough, resourceful and attentive to detail. She demonstrates good judgment and understanding in the most difficult situations.

Wm. Thomas “Tom” Wiley, *Senior Executive Assistant, Marketing and Product Management, Washington, D.C.*

Wm. Thomas “Tom” Wiley’s Amtrak career is marked by high energy, commitment and invaluable service to the company. While Tom has only held his current position for one year, his past accomplishments as a uniforms manager and benefits specialist are phenomenal, having a lasting effect on countless Amtrak employees.

Beginning his career in Human Resources, Tom developed a good rapport with local HR offices, unions, and individual employees and retirees. He also led a number of informative “town hall” meetings, advising employees on their benefits.

As a uniforms manager, Tom also established a task force that gave employees a voice in uniform selection and spearheaded an award-winning uniform refit program for more than 3,500 on-board, station and commissary personnel.

David E. Williams, *Manager, Inventory Control, Finance, Procurement and Materials Management, San Jose, Calif.*

After more than 20 years working as a machinist on an Amtrak-Caltrain contract, David E. “Dave” Williams now holds a

management position in the Material Control department, where he continues to support the success of the Caltrain operation and Amtrak overall.

Dave applies the knowledge from his years of experience as a machinist to his current position, making himself an invaluable asset to the Amtrak-Caltrain maintenance operation. His knowledge allows new mechanics to facilitate repairs in a more expeditious manner, allowing them to save time.

Recently, Dave was involved in the move of the San Francisco and San Jose Material warehouses, mechanical facilities and Butcher Building main offices to the new Centralized Equipment Maintenance and Operations Facility. As part of this project, he inventoried, categorized and moved material without affecting service or access to parts required for daily repairs.

Linda C. Woodson, *EAP Counselor, Human Resources and Diversity Initiatives, Jacksonville, Fla.*

As an EAP counselor, Linda C. Woodson's willingness to assist employees far exceeds her crisis intervention work.

As an Operation Lifesaver volunteer since 1994, Linda is a member and former director of the Operation Lifesaver Program Development Council, a 33-member advisory council with representatives throughout the U.S., Canada and Mexico.

In addition, since 2005, she has been active in local Black History Month activities, working tirelessly with three other co-workers to reach out to Jacksonville elementary and middle school students.

"Linda is the person you want to model yourself after, not just as an employee but as a human being," according to Camille Ross, manager, Information Systems.

VALOR

Bryan H. Green, *Machine Operator, Engineering, Washington, D.C.*

In addition to working the night shift as a machine operator in Washington, D.C., Bryan Green is an experienced firefighter and expert at first aid procedures. These skills were put to the test at about 1:30 a.m. on Nov. 8, 2007.

On that early morning, Shift Supervisor Craig Rabuck left his Washington, D.C., headquarters to grab a sandwich. As he was leaving a sandwich shop, three armed robbers confronted him and demanded money. Although Craig offered his wallet, one perpetrator shot him in the leg, eight inches above his left knee near his femur.

With no immediate response from police, Craig called his crews on his Amtrak radio. Accompanied by two co-workers, James Brown and Jeff Gerding, Bryan rushed to the scene. Easing Craig into a lying position, Bryan cut Craig's pant leg to expose the gunshot wound and then used his belt to make a tourniquet. Eventually, both Amtrak Police and Metropolitan District Police arrived, followed by an emergency response team, which transported Craig to a local hospital.

Raymond "Rocky" Lembo, *Machinist/Repairman, Roadway Equipment, Engineering, Providence, R.I.*

Since joining the company, Raymond "Rocky" Lembo has adapted quickly to the Roadway Equipment group and has performed with excellence in his role as a road mechanic in the Northeast Division.

Having served as a Marine in the combat zones of Somalia and Afghanistan, Rocky developed a keen sense of situational awareness.

On the morning of Jan. 1, 2007, Rocky spotted a residential fire off of Interstate 95 in Attleboro, Mass. From his location on the highway, Rocky immediately called 911 and approached the blaze to render assistance.

At great risk to himself from heat and explosions, he evacuated a family of six that had been sleeping in the house, including young children. Law enforcement officials credited Rocky with saving the family from near-certain injury or death from a blaze that was later determined to be arson.

"My reward was watching those people get out of that house," he said.

PRESIDENT'S SAFETY CONTEST

At the conclusion of each fiscal year, the division with the lowest FRA-reportable injury ratio (number of FRA-reportable injuries for each 200,000 hours worked) in each of the three major operational groups is recognized for its achievement. The lowest ratio among commuter agencies is also recognized. This department-leading performance is a testament to an overall commitment to safety and reflective of an ongoing effort to reinforce safe behaviors and promote a safe work environment. The groups below are winners of the FY '07 President's Safety Contest:

Engineering - West Division

0.0 ratio

Mechanical - Southern Division

1.4 ratio

Transportation - Central Division

1.1 ratio

Commuter Service - MARC

0.0 ratio.

ENVIRONMENTAL ORGANIZATION OF THE YEAR

Marketing and Product Management department

The 2007 Environmental Organization of the year is presented to the Marketing department for their efforts in promoting Amtrak as the environmentally friendly way to travel. The Marketing department created the Amtrak environmental mascot, an Engineer (leaf) named ARTE, which stands for Amtrak Recognizes the Environment. In addition, "The WhistleStop" page on Amtrak.com was created by the Marketing department's E-Commerce Group to promote the environmental attributes demonstrating that Amtrak travel uses less fuel and emits less carbon dioxide than other modes of travel per passenger mile. The Marketing department, E-Commerce Group also developed a relationship with the Carbonfund, permitting Amtrak passengers to purchase carbon offsets for their travel. These offsets are used to fund projects with environmental benefit such as tree planting or development of wind power generation. The Marketing department has also promoted "green travel" on Amtrak in their trade show booth materials.

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries October-November 2008

BAKER, KEVIN
BOROWSKI, PHILIP
BOWLES, MICHAEL
CARTER, KENNETH
CASTIGLIA, JAMES
CHARLES, JOSEPH
CHARLES, JUDY
COIRO, LOUIS
DIGREGORIO, JOSEPH
DRAWDY, LARRY
FARRELL, RONALD
FAVOROSO, THOMAS
GIST, ERNEST
GORMAN, MICHAEL
GREAVES,
BARRYMORE
GUDZ, NICHOLAS
HERNANDEZ, JOHN
KRASIN, HUGH
LASELVA, JOHN
LEASH, DENTON
LYON, WILLIAM
MACKEN, JAMES
MC MAHAN,
WILLIAM
MCCLELLAND, BRIAN
MOORE, ROBERT
MORALES, JAIME
MORAN, WILLIAM
MORRISON, JEFFREY
MUNOZ, MARISOL
ORTIZ, MIGUEL

OSUCH, SUZANNE
PEARSON, JOSEPH
PINTOS, MIGUEL
PRENOSIL, PAUL
PURCELL,
CHRISTOPHER
ROBINSON, LEONARD
SAMPSON,
DELMORRIS
SILVA, ROPOND
SMITH, EDWARD
STOUME, EDWARD
STUMPF, DENISE
TURNER, GLORIA
TURNER, RONALD
WATSON-KING, TISHA
ZICKGRAF, THOMAS

25-Year Anniversaries October-November 2008

ABROMAITIS,
CHARLES
ADAMS, THOMAS
ALBERT, AL
ALLEN, SHARON
BENSIN, RAYMOND
BLUM, PETER
BOYD, DEBRA
CONNORS, ROBERT
COOPER, SANDRA
DALY, ELIZABETH
DANTZLER, ETHEL
DOMBROSKI,
LEONARD
DOVE, NANCY

FERICH, CRAIG
FIELDS, LEOLA
FLAHERTY, DAVID
FLEXER, EDWARD
FUTCHER, CHARLES
GASKINS, GLORIA
GEORGE-FORBES,
JOYCE
GETAVESKY, JOSEPH
GILLIN, THOMAS
GIRO, MICHAEL
HAMMOND, CARL
HOPKINS, ROBERT
JACKSON, PRISCILLA
JANOWSKI,
RAYMOND
JONES, HUGH
KEELEY, ROBERT
KING, KIMBERLY
KING, PAULETTE
KIRK, THOMAS
LALIBERTE, JOHN
LEONARD, AGNES
LINDENMUTH, GARY
LIZANO, ROBERT
LOVE, PHILIP
MADDEN, DANIEL
MAGDONGON,
PASCUAL
MANNER, JOHN
MATTHEWS,
VERONICA
MAY, LUCY
MAZZURCO,
SALVATORE
MCCARGO, JOHN

MCDERMOTT,
MICHAEL
MCINTYRE, CHARLES
MEZA, MARISOL
MIDDLECAMP,
FRANCIS
PADILLA, GEORGE
PARADEE, EDWARD
PATALINO, JOSEPH
PERKINS, RICHARD
PINGLEY, ZACHARY
PRICE, DIANA
REUSS, CHARLES
RICCITELLI, CARL
ROSEGRANT,
RITAMARIE
SENARIAN, GARY
SHAW, MARLIN
SINCLAIR, ALAN
SIPEREK, LAWRENCE
SMITH, LARRY
SNYDER, ROBERT
STARLING, JOE
STEWART, MICHAEL
TAYLOR, ANDRE
THOMAS,
JACQUELYN
THOMAS, JOHN
THORNTON, BRUCE
TOVAR, JOHN
VOLLTEN, LARRY
WATSON, JOSEPH
WILLIAMS,
NATHANIEL
YOUNG, GERALD

30-Year Anniversaries September 2008

CARPINTERO,
ENRIQUE
CLAPP, KENNETH
COLICCHIO,
GREGORY
CONNER, WILLIAM
COWAN, DAVID
DEETER, GARY
DELGADO, RAUL
DONOVAN, WILLIAM
DUPRE, PAUL
DURKOVIC,
RUDOLPH
ERTZ-BERGER,
CHARLES
EWING, RICHARD
FERGUSON, PAUL
HAMILTON, LESLIE
HEFFNER, MATTHEW
HENDERSON, WADE
LOPEZ, STEVEN
LOWTHER, DONALD
MCALISTER, ROY
MEJIA, LAWRENCE
MERCIER, DAVID
MOORE, MITCHELL
PALUMBO, MICHAEL
SCATASTI, JOSEPH
SMITH, KEVIN
STAMPS, JIMMIE
STEVENS, MARK
VANSANT, BARRY
WATERS, TONY

Employee Milestones

Congratulations to All of You!

30-Year Anniversaries October-November 2008

ATWATER, BRIAN
BATTISTA, DENNIS
BETTIS, YVONNE
BOUDREAU, JOHN
BRAND, EARL
BREEDEN, STANLEY
BUENGER, CHRISTIAN
COHEN-CHANEY,
TERESA
COOK, GARY
DANNER, MICHAEL
DUNN, THOMAS
DURBIN, STEPHEN
GEIS, KENNETH
GOULD, WILLIAM
HADLOCK, CLIFFORD
HARBOR, JOHN
HARRIS, SILAS
HAYDEN, JAMES
HENRY, DONALD
HERRON, MARK
JANI, KIRTIKUMAR
JEFFRIES, WILMA
JENKINS, JOEL
KREITH, JOSEPH
LAFFEY, JOSEPH
LEROSE, KENNY
LEWIS, DONALD
LONG, JAMES
MACHALETTE,
JEFFERY
MAINE, RAYMOND

MARTIN, CATHY
MCGINTY, MARC
MCLAREN, WANDA
MCMORRIS,
ROSEMARY
MILLER, RANDY
MURPHY, MATT
MUZZALL, DIANE
PATRIARCA,
KENNETH
PATTERSON, DALE
PIXLEY, ROBERT
PRICE, JERRY
RALEY, WILLIAM
ROBERTS, DAVID
ROBERTS, TIMOTHY
RODRIGUEZ, EUSEVIO
SAMM, MICHAEL
SCORPIO, ANTHONY
SKILES, DAVID
STEPHENSON,
STEVEN
STOUT, CHARLES
SUMMERS, JOHN
WOOD, MICHAEL
WOODS, MARK

35-Year Anniversaries October-November 2008

BERENGER,
DEBORAH
BLATT, LINDA
BRODY, WAYNE
BUFORD, DORMIN
CALDWELL, HELEN

CANTRELL, VERNEST
CARTER WILLIAMS,
DELORIS
CURTIS, GAIL
DALUGA, THOMAS
DEITCH, RICHARD
GAUTIER, EVELYN
HAMILTON,
KAROLYN
HILL, RAE
KARLSSON, KRIS
MNICHOWSKI, ALAN
MOTES, JAMES
NEELY, CHARLES
O'NEAL, BARBARA
ONG, PHILIP
POPE, DOROTHY
RHYNE, LURETHA
ROSENWALD, BRIAN
STELLA, KAREN
STEVENSON, GARY
TANA, ANTHONY
TAYLOR-CROOK,
KIMBERLY
VIDELA, DAVID
WALKER, CATHERINE
WARD, JOHN
WEBER, DOUGLAS
WILLIAMS, DENNIS
WILSON, LYDIA

Retirees September- October 2008

ADAMS, JOHN
CARPENTER,
NATHANIEL

COUSINS, HARRY
DACRUZ, FRANCISCO
DENGLER, RICHARD
DILLON, JOSEPH
DISALVATORE,
VICTOR
DORMAN, ANDREW
DRAVES, HENRY
EARHART, DIANA
FRENCH, CHARLES
FRITZ, ROBERT
GILES, STEVEN
GOODLET, JAMES
GRIFANTINI, FRANK
GYOVAI, KENNETH
HATMAN, RANDALL
HOGUE, MURREL
HUGHES, JAMES
HURST, BILLY
KAWCZAK, STEPHEN
KEAMMERER,
RONALD
LALIME, RONALD
LANDRETH, JAMES
LAPP, FRANK
LAWLER, JAMES
LESLEY, MEREDITH
LONERGAN, DENNIS
LORAN, JOSEPH
MALONEY, JANICE
MANLEY, LETA
MASCHMEYER,
ROBERT
MATTINGLY,
MARTINA
MILLER, WALTER

MITTET, KENNETH
MOORE, MONTI
MUELLER, JOHN
MULVEY, STEVEN
NICHOLS, DAVID
PRZYWARA, SHARON
RAYMOND, GEORGE
RENTZ, LARRY
ROBERTS, ROY
ROGERS, MARK
ROMANIA, JOHN
ROUNDTREE,
WILLIAM
SCHLIENZ, PAUL
SCHWOYER, ALESE
SKYLES, JACK
SPEER, WILLIAM
SPURBECK, WILLIAM
SULLIVAN, FRANCIS
SULLIVAN, RICHARD
TUNGETT, ROBERT
WELLMAN, ROBERT
WILLIAMS, JAMES
WILSON, BARRY
YERGERT, DONALD

These Months in Amtrak History

NOVEMBER - DECEMBER

November 29, 2000

Amtrak introduces Amtrak Guest Rewards® frequent-traveler program.

November 1, 2004

Palmetto reverts to a New York-Savannah day train, as it had been prior to its Florida extensions (to Jacksonville in 1988, then on to Tampa and Miami in 2002).

December 11, 2000

Amtrak begins initial *Acela Express* service with one daily roundtrip from Washington to Boston.

December 10, 2002

Amtrak returns to newly restored space in Kansas City Union Station, which has been developed into a museum complex. The then-crumbling space was vacated for a smaller, adjacent facility on Dec. 1, 1985.



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The Amtrak logo, featuring a stylized eagle head and the word "AMTRAK" in a sans-serif font, is positioned above the word "ink" in a large, white, lowercase serif font. The background of the entire page is a photograph of a blue and white Amtrak train at a station platform. The train has "Amtrak" written in large white letters on its side. In the background, there are tall modern buildings and a row of palm trees under a bright sky.

ink

A Monthly Publication for and by Amtrak Employees
Volume 14 • Issue 1 • January 2009

Reauthorization Bill Charts Future Path

**A Day in the Life:
Trainmasters
Empower Crews;
Ensure Efficient,
Safe Operations**

*A Pacific Surfliner train departs the
Santa Fe Depot in San Diego.*

Inside

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Reauthorization Bill Charts Future Path

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Inauguration Influx Creates Huge Demand, Opportunities

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Winter Warriors Keep Snow and Ice at Bay

7

ARAMARK Brings Strength and Experience to Warehouse Management

8

Commuter Contracts Deliver Revenue and Support

9

New Web Portal Makes Leave Request Easier



ink

Vol. 14, Issue 1, January 2009

train of thought

As I write this (with just about three weeks under my belt as CEO), I've had a chance to meet employees in Washington, Chicago, and Jacksonville, and rode our trains for these trips. I know that's just the tip of the iceberg, but it's a start. I plan to travel the system and get to know you on your trains, and at your crew bases, facilities and offices. You won't find an entourage hovering around me; I think you'll find me pretty low key and interested in what you have to say.

On my first full week on the job, I had the opportunity to meet with the leaders of many of the unions that represent our workforce. As I told that group, I believe in Amtrak. I'm not interested in splitting it up or cutting it in pieces. What I really want is to see Amtrak prosper as one national, interconnected system: coast-to-coast and border-to-border.

I plan to foster a spirit of collaboration that some of you may possibly think is missing at Amtrak. It's just this simple: we cannot survive — and certainly not thrive — without all of us working together as a unit. Collaboration is a necessity; it's driven by respect for one another, as well as a good

dose of magnanimity and fairness. We have to rely on one another's expertise and ideas to succeed. You will see, that is how I operate and I expect others to follow suit.

I understand why you may be skeptical about me. I'm the fourth CEO here in the last three years. And there are misconceptions about me because of my previous service in an administration that wasn't particularly supportive of our mission. You should know that I share the incoming administration's pro-rail outlook and my goal is to make Amtrak the best it can be. In addition, while it's not fully in my control, my hope is to stay here for a number of years. By the way, I am also a former IBEW and Teamsters member.

You will hear me say that we are a greener, safer, healthier Amtrak that provides greater connectivity with other transportation services. As a greener organization, we will become known as more energy-efficient and carbon footprint-friendly. It's not only our responsibility to be that way as a national transportation provider, but also as a contributor to a burgeoning green industry and an appealing choice for people who are environmentally minded.

On the Cover

A Pacific Surfliner train departing San Diego's Santa Fe Depot is the winning entry in the 2009 "Picture our Train" Wall Calendar Photo Contest. Taken by San Diego attorney Marcee Chipman, the award-winning shot was one of nearly 300 submissions for the contest, which provides the winner with a \$1,000 Amtrak travel voucher and a photo credit on the 2009 wall calendar.

You can choose from one of three ways to get your 2009 Amtrak wall calendar. Check out the ad on page 19 for more details.

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FPO FSC Logo (Horizontal)

In terms of safety, we will achieve improvements by utilizing risk assessments and changing behaviors at all levels of the company. As an organization, we must enforce safety rules and measure our safety record, but I know that our “safety culture” needs some changing. Safety isn’t a statistic — it’s a way of life that binds us together. Injury reporting or injury prevention must not be punitive; counterproductive behaviors such as discouraging employees from reporting an injury are not acceptable. I am very serious about this and am personally committed to achieving safety excellence at Amtrak — this is a point I reinforced with our union leaders in our meeting last month. Organizations that practice safety excellence tend to be top performers in their industries, and their employees stay healthy and happy.

What does a healthier Amtrak mean? Among other things, it applies to having solid financials and business

processes; it means putting into service

equipment that we’re proud of; it means a workplace that is safe, and that promotes collaboration and innovation. It’s a passenger railroad that is critical to the mobility of our people and the economy of our country. I know it’s a broad statement, and you’ll hear more from me on this as well.

Thank you for the hard work and dedication you bring to your job, and I wish all of you a happy and safe 2009. ■



Photo: Sharon Slaton
President and Chief Executive Officer Joe Boardman (right) shares a laugh with Illini Assistant Conductor Brian Yeates during a recent trip to Chicago.



Photo: Troy Mason

Green Energy at Work at the Chicago Yards

Assistant C & S Inspectors Hiram Maddox and Jerome Prince relocate a wind power generator (also known as a windmill) that was recently installed at the Chicago Yards to provide supplemental power to one of the switches. Six solar panels are also used as a power source for switches at the yards, but on cloudy days or during periods of low sun, the wind generator provides the additional wattage needed to charge the batteries that power the switches. The windmill can provide up to 400 watts of power. While solar energy is being used to power other equipment in the system, this is the first location to utilize wind power.

Reauthorization Bill Charts Future Path

The authorization legislation enacted this fall serves as the blueprint for passenger rail and Amtrak in the short and long term. Known as the Passenger Rail Investment and Improvement Act, the law steers the company's direction and sets goals and requirements for improvements.

According to company officials, the importance of the law cannot be

corridors, to improving Amtrak's financial accounting and reporting system. The law also expands the size of Amtrak's board of directors to nine members and gives the president and CEO a vote, effective this April.

"Securing federal support from Congress is made a bit easier with the passage of this law," said Joe McHugh, vice president of Government Affairs and Corporate Communications. "But of greater significance is the fact that we have a law in place that outlines lawmakers' vision for Amtrak."

The framework the law provides is one of greater accountability and reflects a shift in the way the future of passenger rail is perceived. While it supports Amtrak's growth, the law also

puts more control in the hands of states, giving them more authority for maintaining and developing passenger rail service. In addition, greater accountability on the part of Amtrak is sought on pricing methods. Within two years, Amtrak is required to establish standard pricing for the services it provides states and commuter agencies.

The law also introduces a pilot program that opens up the possibility for a railroad other than Amtrak to bid on operating long-distance service. This option would be competitively bid and is limited to two Amtrak routes, excluding the

Washington-Boston segment of the NEC.

Feasibility studies for service are required on the Pioneer Route between Seattle and Chicago via eastern Oregon and southern Idaho; the North Coast Hiawatha Route that links Seattle and Chicago through southern Montana; and other inland routes in the Northeast.

The first of a number of deliverables to Congress and FRA is a report due in February on the improvements required to make stations compliant with the Americans with Disabilities Act. Amtrak will not make the 2010 deadline for full station accessibility and will be submitting a request for an extension.

A range of other provisions call for responses this spring. Amtrak is in the process of developing a set of metrics and standards to evaluate the performance and service quality of trains. Starting in 2010, Amtrak will rank and evaluate each of its long-distance routes. Performance improvement plans — akin to the Route Performance Improvement program currently in place — will be required for the services doing poorly, beginning 2010.

A capital plan to bring the Northeast Corridor to a state of good repair by 2018 is due in April, by which point an advisory commission comprising of representatives from the U.S. Department of Transportation, NEC states, and freight railroads that travel over the corridor must be formed.

Further, Amtrak must create a committee to establish equipment specifications, and in 2010 initiate procurement of new corridor equipment. ■

Amtrak Submits Stimulus Wish List

In other legislative news, Amtrak has submitted to Congress its list of projects for consideration in the upcoming stimulus bill that President-elect Obama has said will be his first legislative priority. A number of capital projects, including completing Positive Train Control on the Northeast Corridor and increasing work on stored equipment. The legislation is expected to be taken up late this month.

understated. While it does not directly provide funding — Congress must still approve annual appropriations — it sets the stage for Amtrak's requests for federal support and helps the company make plans beyond a single fiscal year. The law endorses \$12.9 billion in funding for the FY 2009-2013 period, approximately \$2.5 billion for each year within that period.

The law includes initiatives ranging from implementation of Positive Train Control, to grants for states or Amtrak to help pay for infrastructure projects aimed at reducing congestion on high-priority

Inauguration Influx Creates Huge Demand

Local officials are expecting as many as 5 million people to descend on Washington, D.C., for the inauguration of President-elect Barack Obama and Vice President-elect Joe Biden on Jan. 20, a crowd that will undoubtedly put a strain on city resources as spectators and participants battle for parking, lodging and dining options. Millions of extra people will also stretch transportation options to the limit, but Amtrak is making every effort to ensure safe and reliable train travel to and from the nation's capital.

"The level of collaboration — both internally and externally — for this event is extraordinary," said Chief Operating Officer William Crosbie. "The demands of safely moving this many individual passengers, charter groups and private cars by rail are enormous, but we're developing a very sound plan that should serve everyone well."

The company will ramp up service and security in cooperation with federal and local authorities as well as commuter railroads. Because of the nature of the event, planning has been a company-wide effort. Groups from Engineering, Government Affairs and Corporate Communications, Mechanical, Transportation and Strategic Partnerships have been working on an operating plan since October. Similarly, Amtrak Police and the Office of Security Strategy and Special Operations (OSSSO) have been focusing security efforts.

"We're approaching this the way we approach ridership demand for Thanksgiving, but things will be

more concentrated," said Chris Jagodzinski, senior director, System Operations. "This will be an 'all hands on deck' situation throughout the Northeast and Mid-Atlantic."

To that end, a number of additional inbound trains have been added to the schedule for Inauguration Day and existing trains will be outfitted with extra cars wherever possible. Transportation employees at the Washington Terminal will also be tasked with accommodating 20 private cars, while Government Affairs is coordinating travel requests for elected officials.

"Our employees at the Washington Terminal and in the Mid-Atlantic Division have an enormous challenge of handling as many as 10,000 passengers per hour on that day," said Steve Alleman, general superintendent, Mid-Atlantic Division. "But, we've been working on a very comprehensive plan to provide a safe and efficient travel experience for our customers on both Amtrak and commuter trains that will operate over our division."

Mechanical forces will support this effort by minimizing planned maintenance activities during that week to make as many cars available as possible and to provide even more seats; in addition the company has temporarily leased equipment from New Jersey Transit. Additional Engineering crews will be on call to ensure any infrastructure problems are addressed as quickly as possible.

"We'll be at our highest alert," said Ed Phillips, senior principal officer, Counter Terrorism. "We're

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Winter Warriors Keep Snow and Ice at Bay



The winter months can test infrastructure and equipment in many parts of the system, but the railroad can withstand weather challenges that cripple other modes of transportation, thanks to the diligent efforts of men and women in Engineering and Mechanical.

“Railroaders are a special breed and you’ve got to take your hat off to the people who spend long hours, sometimes 12-hour shifts, out in a blizzard making sure everything runs smoothly. They’re the ones who keep our passengers safe and on time,” said Rich Bernaski, division engineer, New York East Division.

Winter preparations begin in the summer and continue through October, as Mechanical and Engineering forces take inventory of the tools, parts and supplies they’ll need to deal with harsh weather. This includes everything from salt to protective clothing, as safety remains the

top priority. Track personnel, Communications and Signals (C&S) gangs and Bridges and Buildings (B&B) crews then begin work in September to make sure company-owned track, maintenance facilities and rail yards are ready for winter.

Now that winter weather has arrived, these Engineering and Mechanical forces are putting a host of tools and tactics to use. Plows on locomotives clear snow. Plow trucks, back hoes and front-end loaders evacuate snow from yards and access roads. Special pantographs with scrapers clear ice from catenary lines. Mechanical forces use heat tape, threshold heaters, door pocket heaters and automatic drain valves to help equipment survive winter weather. These systems are all critical to keep piping from freezing and toilets functioning.

According to Track Foreman Milt Whittaker, one of the toughest challenges is keeping switches and

interlockings operational during bad weather. “Switches can get clogged with snow and freeze up. Our main concern is to keep everyone safe but we also make sure trains can get through.”

Crews like Whittaker’s keep switches operational with help from two types of heating systems: gas and electric. Electric switch heaters work much like the rear windshield defroster on a car by heating the rails to melt winter precipitation.

Other switches employ gas heaters, which have burners at switch locations to defrost the rails. The challenge with gas heaters, explained Whittaker, is that passing trains blow the burners out, so crews have to man these heaters during winter weather and re-light them after each train. Air supply lines on pneumatic switches can also freeze from interior condensation, so C&S employees run

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ARAMARK Brings Strength and Experience to Warehouse Management

Transition Completed in Food and Beverage Warehouses

With its selection as the new warehouse management provider, Philadelphia-based ARAMARK brings a number of industry strengths and a solid reputation to bear on Amtrak's goal to improve in this area.

"We explored the marketplace extensively in search of best-in-class systems and industry practices to bring added efficiencies to our warehouse management processes," said Tom Hall, senior director, Food and Beverage. "During our search and evaluation of various vendors, it became clear that ARAMARK is best equipped to meet our future needs."

Hall added that Amtrak selected the vendor because of its vast experience in all facets of the food, beverage, retail and hospitality businesses; travel industry experience; key supply chain partnerships that Amtrak can leverage to its benefit; and a number of process improvement programs that can easily

be put into the company's 10 food and beverage warehouses across the country.

"With ARAMARK's expanded supply chain, we can combine our purchases with theirs to get much better pricing for virtually all of our product needs," said Hall. "We can leverage their experience in the field to vastly improve our inventory control and reduce the loss of merchandise due to breakage or pilferage. It also provides extensive market research to help us enhance our menus."

Also, in keeping with the goals of a greener, safer, healthier Amtrak, the company aims to piggyback on some of the environmental initiatives already established among ARAMARK and its large portfolio of customers.

"ARAMARK's experience in supply chain management will result in more

efficient packaging for our products," Hall said. "For example, their water vendor, Nestle Pure Life, uses 40 percent less plastic in the manufacturing of its bottle."

Hall added that the vendor's Operational Excellence teams will also assist Amtrak in securing more efficient lighting, refrigeration systems and organic cleaners.

Over recent weeks, ARAMARK worked with Amtrak and the previous warehouse management vendor to ensure a seamless transition. The company deployed teams of human resources, information technology and supply chain management experts, along with Amtrak Food and Beverage staff, to set up shop and brief on-site personnel prior to the Jan. 1 start of the new contract. ■

POS Project Aims to Improve On-Board Food and Beverage Sales

In related news, the company selected Dayton, Ohio-based NCR to develop a user-friendly system that records and tracks products, automates the sales process and captures food and beverage sales data. Known as a Point-of-Sale (POS) system (shown above), the new product will enable on-board service crews to dedicate more time to customer service and reduce the amount of paperwork associated with loss prevention and inventory control. The project timeline involves a considerable software and hardware development phase, and will be followed by a pilot phase and product rollout beginning in early 2010.

After reviewing and evaluating a number of bids, company evaluators were impressed with the strong technical prowess behind NCR's small, easy-to-use mobile device as well as the robust development and testing resources to support the product.

A key feature of the new system is that it will enable on-board staff to issue electronic backorders along the route and reduce the amount of time spent preparing for, and closing out trips.



"The handheld device is portable, lightweight and easy to use with a durable touch screen and barcode scanning technology," said Lenetta McCampbell, senior

director, On-Board Systems. "It records sales on a per-transaction basis, performs end-of-trip processing routines, records condemned or damaged inventory and transfers between trains and warehouses."

Because POS will also be used as an inventory control tool, new warehouse management vendor ARAMARK will be offering its expertise to the project team as it defines the business processes that are required to streamline both warehouse and on-board inventory processes.

McCampbell added that, "In the past, food and beverage processes were labor intensive, error-prone and paper-based, which increased the risk of inaccuracies and prevented us from making informed, fact-based decisions on our services. With the new POS product, we can replace the outdated 896 form with automated reporting inventory tracking, thus shifting the crews' focus to providing enhanced customer service."

Commuter Contracts Deliver Revenue and Support

Most employees probably don't realize that more than \$350 million in annual revenue and capital investments come from contracts with over a dozen commuter railroads across the country. And, according to officials in the Strategic Partnerships and Business Development department, these relationships represent not only a valuable revenue stream, but also critical sources of political support.

"The state and local governments that choose Amtrak for commuter train services are key supporters of our company and the industry as a whole," said Tom Moritz, senior director, Commuter Planning. "Good relationships and strong alliances help grow our business and theirs in regard to funding, public policy, rail expansion and capital investments." The inverse can also be true, explained Moritz, as poor relationships with commuter agencies can hinder Amtrak's growth potential.

The company currently supplies operating services and/or access rights to 13 commuter railroads from Seattle to Miami. The company offers two products to commuter railroads: access rights and operating services. The former occurs when Amtrak provides fee-based access to its infrastructure such as tracks, stations, yards and maintenance facilities. The latter entails a menu of services that include train and engine crews, mechanical services, maintenance of way and ticket sales.

Over the last few years, the company has ramped up its efforts to pursue additional business with commuter railroads. Moving forward, the company will continue this strategy, but will remain selective in which opportunities it goes after.

"We want to grow this business, but only where it makes sense for the company. It's imperative that we don't lose focus on our core product, which is Amtrak intercity passenger rail," said Moritz. ■

Commuter Services Snapshot

Commuter Train	Areas Served	Uses Amtrak Infrastructure	Uses Amtrak Operating Service
Caltrain	San Francisco-San Jose		●
DART	Delaware	■	
Long Island Railroad	New York City	■	
MARC	Maryland, WV, Washington, D.C.	■	●
MBTA	Boston	■	●
MetraRail	Chicago	●	
NJ Transit	New York City-Philadelphia	●	
SEPTA	Philadelphia	●	
Shore Line East	Southern Connecticut	●	●
Sounder	Seattle	●	●
South County Commuter Train	Rhode Island		●
Tri-Rail	Miami		●
Virginia Railway Express	Washington, D.C.	●	●

Safe Behaviors Produce Safe Results

Covering 20 stations from Klamath Falls, Ore., north to Vancouver, B.C., and east to Wolf Point, Mont., the 129 employees that make up the Pacific Division's Northwest District Station group have not had an FRA-reportable injury in more than a year.

This is no small achievement for employees who work near trains, walk across tracks, lift heavy baggage, walk on snow and ice, keep stations clean and performs myriad other duties that require a constant focus on safety.

Efforts to reach this point began in 2006 after nine injuries — an all-time high — were recorded by the group the previous year. Following discussions, a group that included local managers, station employees, union representation and the Safety department developed the Safe Behaviors Inventory program. Led by Peter Hall, regional safety officer, the team set out to identify the root causes of injuries and develop a training program to educate and motivate employees toward more consistently safe behaviors.

"Thanks to the project team's efforts and our employees' commitment to safety, each year since this program began, injuries at our Northwest District stations have decreased," stated District Superintendent Kurt Laird.

Initially launched at Chicago Union Station, the Safe Behavior Inventory program led to a significant reduction in injuries after its inception in 2004. "We took the program that worked in Chicago and tailored it to meet the needs of the Northwest District stations," stated Hall.

After evaluating 125 injuries that occurred over the past 10 years, the team identified a pattern of at-risk behaviors in six main categories — body position, body use/ergonomics, tools/equipment, procedures, environment and personal protective equipment.

"By examining each individual injury," said Assistant Superintendent Passenger Services Gay Banks Olson, "we developed a wide range of safe behaviors associated with the at-risk actions to incorporate into the



On the left, Red Cap/Baggage man Sigbjorn (Sig) Laegreid demonstrates at-risk behavior that could result in a hand injury while closing the baggage car door. On the right, holding the baggage car handles, he demonstrates the correct way to close the door.

training." Olson referenced practices such as "keep your eyes on your hands when using a paper cutter" or "keep your hands, arms and legs inside of moving vehicles."

The training also focused on lifting, loading and carrying. "We taught employees to lift with their legs and keep the load close to their body, or when lifting a bucket filled with water, first test its weight," said Baggage Agent Mike Harris. They were also reminded to wear protective eyewear when opening baggage car doors to avoid getting dirt in their eyes, and "when using a step-box for access to a train, make sure the step box is stable," added Relief Agent Greg Sock.

According to Station Agent Dave Yarbrough, "the training was very well received and stimulated a lot of discussion because employees had personally experienced many of the scenarios. They offered excellent suggestions on how to perform certain actions in a safer manner."

District Managers, Stations Tony Buscemi and Rich Mason, and former Administrative Clerk and TCU Local Chairman Martin Yurth (now a product management director) were also instrumental in developing this program.

"Our Northwest District Stations team understands that safety is at the core of every task we perform," said Vice President Transportation Richard Phelps. "I'm proud of their accomplishment and appreciate their continuous efforts to correct at-risk behaviors and prevent injuries." ■

A Day in the Life:

Trainmasters Empower Crews; Ensure Efficient, Safe Operations

About 80 percent of the time, Israel Stallings Jr. is on the road. Based in Jacksonville, Fla., he travels aboard the Silver Service trains — *Silver Star* and *Silver Meteor* — clear up to the Carolinas and back, all the while ensuring that his conductors comply with all safety and operational rules.

As a road trainmaster, Stallings is part manager, part trainer, part auditor; roles he's honed over 26 years as a supervisor in the Jacksonville Shipyards, and 15 years as an Amtrak conductor, service manager, yardmaster and trainmaster.

Unlike terminal trainmasters (who supervise conductors, engineers, yardmasters, crew

dispatchers, station cleaners, train dispatchers and operators), Stallings is primarily responsible for managing conductors to ensure the safe and efficient operation of the Silver Service trains. He directly supervises 35 conductors but, along with two other managers, his charges can expand to 75 employees.

Among his many daily duties, Stallings also works with Jacksonville Crew Base Manager Darrell Macon to maintain crew compliance with regulations and operating practices, manages employees and train operations to maximize on-time performance, ensures that all conductors attend regulatory and Amtrak-mandated training, implements the division's safety plan, and conducts revenue and operational audits.

"The first thing I do each day is make sure we have sufficient crews to work the trains," said Stallings. "Then, I make sure that they have the tools and equipment needed to perform their jobs safely and adequately."

While on the train, Stallings is a roving taskmaster. From end point to end point, Stallings' journey can last up to 28 hours, giving him ample time to traverse the cars checking on his employees and providing them their initial tasking.

"The most important part of my job is providing the conductors with that complete and thorough initial job briefing," Stallings said. "I make sure that everyone is involved and takes part. As conditions change

aboard the service, though, it's up to my conductors to offer up a new job briefing."

Stallings' attentiveness to his conductors' responsibilities is evident in their conduct. For example, last March, a passenger was found semi-conscious aboard Train 91 near Lakeland, Fla. Conductors Anthony Milazzo and Thomas Young, with an assist from Stallings, quickly provided aid and comfort to the passenger until emergency medical technicians responded and transported the passenger to a local hospital.

"Riding on the trains, situations like this happen," said Stallings. "We need to be ready at all times to assist with both the mental and physical incidents that might occur."

Along his part of the route from the Sunshine State to the Carolinas, Stallings has made his mark on the Silver Service. Whether he's interviewing and hiring new conductors, managing the crew base budget or conducting efficiency tests, he is determined to do his best to maintain a high level of service. For his efforts, Stallings was awarded the A. Philip Randolph Rail Leadership Award "in recognition of ... commitment to the men and women of the American railroad and train network" by Rep. Corrine Brown (D-Fla.) at a Sept. 25, 2008, ceremony during the 2008 Congressional Black Caucus Annual Legislative Conference in Washington, D.C.

"I could've retired many years ago," Stallings said. "But I'm proud



(Top to Bottom) Trainmaster Israel Stallings Jr. poses with Rep. Corrine Brown at the 2008 Congressional Black Caucus Conference; joins staff members for a daily briefing; and confers with Jacksonville Crew Base Manager Darrell Macon.

to work for Amtrak and proud to work for the Southern Division. I'm an old-school conductor and 60 percent of my conductors are new hires. I like the idea of passing something on to the new school conductors."

Meanwhile...On the Left Coast

Nearly 2,400 miles away, at the Santa Fe Depot in San Diego, Jay Fountain's daily routine is much like Stallings'. As a road trainmaster assigned to Road Operations in the Southwest Division, Fountain manages 31 conductors and assistant conductors, and also assists in supervising 12 engineers as well as the Los Angeles Train and Engine crews who have turnaround jobs in San Diego. Like Stallings, he spends a great deal of time on the train, in his case, the *Pacific Surfliners*.

"By being on the trains with different crews each day, I get direct observation of our T and E crews in a variety of areas: safety, rule compliance, customer service, on-time performance and revenue protection," said Fountain, a 33-year Amtrak employee. "The daily role of a trainmaster is being the conduit of information."

For example, in light of the Sept. 12, 2008, incident involving a Metrolink train and a Union Pacific train that was allegedly caused by the engineer's unauthorized use of a cell phone, Fountain was tasked with advising his conductors on rules governing cell phone usage.

"It was my responsibility to make sure all crew members were aware of Amtrak rules and FRA

Emergency Order 26, which restricts on-duty railroad operating employees from improperly using cellular telephones and other distracting electronic and electrical devices," he said.

Before boarding a train, Fountain added that his typical day begins with a call to Crew Management Services to review staffing for the day. Afterward, he checks in with Mechanical Foreman Gregg Martinez to discuss any mechanical issues with the three sets of equipment that originate in San Diego. All of this takes place before a 7:30 a.m. division conference call.

Later, Fountain either jumps on a train or conducts field testing, works with Road Foreman, Engines Ron Hyatt to ensure that employee orders, advisories and safety information are up to date, and then checks in once more with Martinez to see if there are any problems or concerns.

In the event of a mechanical problem that causes a service disruption, Fountain jumps into action.

"If a southbound *Surfliner* between Los Angeles and San Diego has engine failure that results in terminating the train, arrangements have to be made to transfer the passengers to another southbound train," he said. "This might also result in the canceling of a northbound train and moving both crews to a different schedule."

After contacting the affected crews of the changed assignments, Fountain coordinates with Assistant Superintendent Jack Wilson, the dispatcher and Mechanical to arrange to have the terminated equipment

shoved back to Los Angeles for repairs by a northbound train. In these instances, he must also keep an eye on the number of hours worked by the crews and arrange for a relief crew, if necessary.

Fountain added that operating 24 trains to and from San Diego every day — and attending to a range of passengers that includes commuters, sports fans and international travelers — is only possible with the teamwork and cooperation of everyone in the crew base and the division.

"None of what I do would be possible without the dedication and hard work of the men and women who make up the San Diego crew base in all departments," he said. "Our employees are our greatest asset." ■



Photo: Don Herman



Photos: Jared Forcier

(Top to Bottom)
Trainmaster Jay Fountain (center) conducts a job briefing with his engineers and conductors; conducts a mechanical briefing at the Santa Fe Depot; and checks the fuel and discusses mechanical issues with Foreman Gregg Martinez during an equipment layover.

New Web Portal Makes Leave Requests Easier

Self-Paced, Instructor-Led Web Training Available

Early next month, as part of the ongoing Employee Information Management Phase 2 initiative, non-agreement and salaried agreement managers and employees may easily check leave balances, view Human Resources data and electronically submit and/or approve leave requests via a new SAP Employee Information Portal, which replaces the existing CAT2 time sheet method.

To gear up for the February rollout, two Web-based training courses — “Employee Self-Service” and “Manager Self-Service” — will be available for a four-week period, beginning Jan. 12. For employees, self-paced training is available, while managers may choose between the self-paced study and an instructor-led Webinar session. Both are complimented by live Web-based question-and-answer sessions.

Employee Self-Service training instructs employees on navigating the system; leave request processes and policies, how to check leave entitlements and balances, entering leave requests, reviewing e-mail notifications, and changing or deleting leave requests. Managers’ training covers these same topics and also

		MANAGERS		STAFF	ALL	
		WEBINAR		SELF-PACED	WEB CONFERENCE	
		Morning	Afternoon	E-Learning	Q&A Session	
Week 1	12-Jan M		1:00 - 2:30	Ongoing	10:00 - 11:00	
	13-Jan T	10:00 - 11:30				
	14-Jan W	10:00 - 11:30	1:00 - 2:30			
	15-Jan Th					
Week 2	19-Jan M	Holiday		Ongoing	10:00 - 11:00	
	20-Jan T	Inauguration Day				
	21-Jan W		1:00 - 2:30			
	22-Jan Th	10:00 - 11:30				
Week 3	26-Jan M		1:00 - 2:30	Ongoing	10:00 - 11:00	
	27-Jan T	10:00 - 11:30				
	28-Jan W	10:00 - 11:30				
	29-Jan Th					
Week 4	2-Feb M	10:00 - 11:30	1:00 - 2:30	Ongoing	10:00 - 11:00	
	3-Feb T	10:00 - 11:30				
	4-Feb W	10:00 - 11:30				
	5-Feb Th					
Aggregately		400	250	Unlimited	Unlimited	1250

includes instruction on approving or rejecting leave requests, selecting a manager designee to approve/reject for leave requests in their absence and viewing staff information. ■

New Password Rules Enhance System Protection

Beginning Feb. 2, new network logon password rules will be implemented to provide better overall system protection. The next time a user's network password expires and must be changed, he or she must create a password that meets the following criteria:

Between 8 and 30 characters

User ID can not be part of the password

Cannot include more than 2 consecutive identical characters

Passwords must also include three of the following four types of characters:

A n uppercase letter

A lowercase letter

A special character (!, @, #, \$, %, etc.)

A number

Passwords will expire every 90 days, cannot be voluntarily changed more than once per day, and reuse of any of the last 6 passwords is not allowed.

Employee Assistance Program Aims to Ease Work-Life Challenges



Photo: Linda Woodson
EAP Maia Dalton-Theodore leads a group of experienced counselors that provide free, confidential services to employees and their families.

From career concerns to family and relationship problems, everyday life is often fraught with one stressful situation after another, each capable of affecting a person's ability to function both on and off the job. Enter the Employee Assistance Program (EAP), which is designed to provide prevention, identification and treatment of these problems as a way to minimize their impact on workplace safety, productivity and quality of life.

"Through outreach and networking with management and union representatives, we are in a position to avert workplace performance issues before they rise to the disciplinary level," said Maia Dalton-Theodore, EAP manager.

Based in Washington, D.C., with eight regional offices across the country, EAP offers free information and short-term counseling for employees and their families in a

number of areas, including anxiety or depression, marriage or relationship problems, bereavement, job concerns, alcohol and drug abuse, financial burdens and behavioral issues. Every EAP counselor has a background in areas like conflict resolution and trauma. The staff's experience in social work, psychology, and substance abuse counseling ranges from eight years to 35, with an average of nine years of Amtrak service.

"Sometimes we assist clients at 3 a.m., when an employee thinks they may harm themselves," said Linda Woodson, the EAP counselor in Jacksonville, Fla. "It's very important to try and calm the person and let them know that you are there for them. We do this while always maintaining confidentiality and trust."

The EAP program is unique in that it is an integral part of the company's Human Resources-Health Services department, not a third-party resource.

"The value of having a full-time staff is our knowledge of the workplace," added Steve Garnham, the New York-based EAP counselor. "Our knowledge of the community and professional resources within our own geographic area allows us to better match our clients with the programs best suited to resolve the problem."

Outside services include individual therapy, inpatient detox programs, rehabilitation and outpatient substance abuse treatment, which are referred to insurance

plan providers. Other community resources include Alcoholics Anonymous, local housing programs and mental health agencies.

EAP also maintains a strong partnership with the company's Go

"Our knowledge of the community and professional resources within our own geographic area allows us to better match our clients with the program best suited to resolve the problem."

Teams, which in part address the physical and emotional needs of passengers and employees in the event of an operational incident. Dalton-Theodore, along with Senior Director, System Operations Support Don Cushine, developed an award-winning training program that has enhanced the Go Team's effectiveness.

"We partner with our colleagues in Transportation to respond to major derailments and natural disasters, such as Hurricane Katrina," said Dalton-Theodore. "After Katrina, our EAP was a lifeline for many employees who were stranded. It was important to let them know they were not alone, find out what their immediate need was, and determine what help we

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OSSSO Launches Respirator Pilot Program

Maintaining the security of employees and passengers involves remaining vigilant and safely running trains, stations and maintenance facilities while focusing on reducing the threat or impact of any kind of attack. And as terrorism continues to be a concern around the globe, the Office of Security Strategy and Special Operations (OSSSO) is focused on addressing a variety of threats to keep employees and passengers as safe as possible.

To that end, OSSSO is introducing a pilot program this month to provide employees with protective equipment for use in the event of a biological or chemical attack. Following feedback from the pilot, the equipment will be made available at specific facilities across the country considered at high risk for such an attack.

OSSSO will be issuing respirator devices in certain offices and facilities in Washington, D.C., that will protect the wearer from inhalation of chemical or biological agents while evacuating a dangerous area. These devices — which are extremely easy to use and can be donned in less than 10 seconds — fit over the head and employ a

There have been no specific threats to any of our stations, but we must do our best to be prepared should the unthinkable happen. The escape hoods are an extra layer of protection that we hope will never be necessary.

small fan and ventilation unit to protect against potentially harmful agents for up to five hours.

“We’re using Washington as our pilot location to test the best way to issue these devices and train employees on their usage,” explained Bill Rooney, vice president, OSSSO. “Once we work out the kinks in the process, we’ll roll the program out at other high-risk facilities.”

High-risk facilities are identified according to the probability of a terrorist attack, air circulation conditions and other factors. In Washington, escape respirators will be issued to employees working in Union Station and the

adjoining corporate office towers, as well as the OBS and Train and Engine crew base.

According to research and analysis, using the escape respirators at other company facilities in Washington is considered unnecessary because any chemical or biological agent released inside the station would dissipate before reaching those locations.

“We want to assure employees who do not receive these devices that it is only because they are working in a location where an attack is highly unlikely and an escape hood would not be useful,” continued Rooney. “There have been no specific threats to any of our stations, but we must do our best to be prepared should the unthinkable happen. The escape hoods are an extra layer of protection that we hope will never be necessary.”

OSSSO purchased the escape hoods from manufacturer ILC Dover, which makes space suits for NASA, with grant money provided by the U.S. Department of Homeland Security and the Transportation Security Administration. The SCape CBRN30™ is approved by the National Institute for Occupational Safety and Health and is a one-size-fits-most device that has no mouthpiece or nose cup to maximize its ease-of-use.



*Photo: Courtesy of ILC Dover
The SCape CBRN30 escape respirator fits over the head and can be put on in under 10 seconds.*

OSSSO is also conducting assessments of air filtration and warning systems at high-risk facilities to recommend upgrades for further protection. Because alarm systems vary from station to station, employees will receive specific instructions on when and how to use the escape respirators when they are issued. The devices are Amtrak property and should not be taken off company grounds. At press time, specific dates and locations of the mandatory training sessions were not yet finalized. ■

Easing Work-Life Challenges

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could provide.”

The collaborative efforts of Dalton-Theodore and Cushine were recognized last fall when they were awarded a 2008 President’s Safety and Service Award for achievement.

EAP also deals with modern-day challenges that have an impact on employees.

“In this economy, employees may need information on how to budget and/or need a session with a consumer credit counselor. Believe it or

“It’s very important to try and calm the person and let them know that you are there for them. We do this while always maintaining confidentiality and trust.”

not, we’ve even had employees as clients who were working their jobs and living out of their cars,” Dalton-Theodore said. “And, as our workforce ages and their parents are still living, coping with elder care is a big issue.”

Despite the myriad challenges that may confront employees — from post-holiday malaise to family relationship problems — the Employee Assistance Program offers both a kind ear and effective clinical solutions.

“Ours is a confidential counseling service for you and your family that can be used by all employees,” Dalton-Theodore said. “We help you solve individual problems of daily life in ways that give you direction, stability and peace.” ■

APD Joins South Florida Rail Security Effort

As part of the Southeast Regional Domestic Security Task Force, Amtrak Police officers participated in Operation Transit Shield on Dec. 2, along with members of 25 other local, state and federal law enforcement and emergency response agencies. The rail security initiative took place at 67 Amtrak, Tri-Rail and Metrorail stations along 100 miles of track in South Florida, where officers trained for responding to security threats. The operation also served to increase public visibility of regional law enforcement.

“This is an important exercise because teamwork among various agencies leads to much more effective



Photo: Courtesy Miami-Dade Police Department

From Left: Miami-Dade Police Sgts. Ken Horgan, Pete Andreu, Ray Beahan; Miami-Dade Police Director Robert Parker; Amtrak Police Chief John J. O’Connor; Broward Co. Sheriff Al Lambert; Miami-Dade Transit Homeland Security Administrator Frank Moran; Miami-Dade Police Lt. Gina Beato-Dominguez; Miami-Dade Police Major Glenn Stolzenberg.

security,” said Amtrak Police Chief John J. O’Connor. “We want to deter an attack before it happens, while being prepared should the need arise.” ■

Front Line Focus

Dear Amtrak:

I am writing to commend your amazing employee, Lew Drummeter. He was our car attendant on Train 30 from Chicago to Washington, D.C.

... Because of my disability, I need to travel with my service dog, Clarence. Mr. Drummeter went above and beyond to make sure his needs, as well as mine, were taken care of. We could tell that Lew was genuinely concerned about us ... For instance, [one morning] he intuitively knew that I was not doing well and was weak. Without hesitation, he brought a breakfast menu to our room so I would not have to climb the steps. He did so in such a caring, gentle manner that I felt comfortable, not embarrassed.

... Lew Drummeter is indeed a “positive” and an extremely valuable asset to your organization.

Sincerely yours,
Capitol Limited Passenger

Dear Amtrak:

... I took the train from West Palm Beach [Fla.] to Raleigh, N.C., and back. On my trip north in the dining car, I had the best service I have ever had on Amtrak. I've been riding the train for many years and am a member of the National Association of Railroad Passengers.

Our dining car captain was Mr. Juan Reza. ... I am the assistant manager of a very fine country club ... I have been in charge of all dining rooms and bars for 36 years, so I know good service when I see it. Mr. Reza takes care of his dining car as if it were a fine country club. ... One really feels as if you are in a five-star hotel with his service. I also noticed that he was instructing the other younger men ... and they certainly reflected his teachings. ... It was hard to believe I was on the train in 2008 and getting this kind of service!

... I am looking forward to traveling on Amtrak again ... and only hope Mr. Reza will be in the dining car!

Sincerely,
Silver Service Passenger

Winter Prep

continued from page 6

alcohol through the system to prevent it. Movable bridges also require special attention to remain in working order. B&B crews spray gel-like chemical de-icers on movable joints to prevent them from freezing.

To further control on-board temperature and humidity to ensure a comfortable environment for passengers during their trip, riders all over the system will benefit from fleet-wide Mechanical efforts focused on Heating, Ventilation and Air Conditioning (HVAC) systems.

“Essentially what we’ve done is take the expertise of our best HVAC technicians and apply that throughout the Mechanical workforce,” explained Ken Jacobs, deputy chief operating officer, Reliability Centered Maintenance.

Jacobs and his staff worked with all Mechanical crafts to perform a Reliability Centered Maintenance analysis of HVAC maintenance requirements. They developed a comprehensive set of standardized, preventive maintenance procedures which are now consistently used by all HVAC technicians across the system. “During the summer, we saw a 37 percent reduction in minutes of delay attributable to HVAC failures and we’re seeing the same positive results this winter,” said Jacobs.

One of the procedures is a standardized check of refrigerant levels at the condenser. “By performing that check you



Photo: Andrew Keefe
 Equipment Operators Don Rivers and Tracy Fowler use a bulldozer and snow plow truck, respectively, to clear a track access road in the Hudson Sub-Division near Albany, N.Y.

get a good feel for how the system is performing,” said Gerald Wengert, manufacturing engineer and HVAC technical expert. “If you should discover that the system is losing refrigerant, it’s an indicator that further investigation is needed to prevent bigger problems.” This simple procedure minimizes leaks, which in turn reduces delays, costs and environmental impact.

“The bottom line is that we’re preventing failures, which have led to HVAC-related minutes of delay being greatly reduced,” said Chief Mechanical Officer Vince Nesci. “This is a preview of how all maintenance will be conducted. By making sure mechanics have the procedures, time, tools and parts to do their jobs, our passengers should enjoy comfortable trips all year long.” ■

Amtrak's Own Steps into the Fray, Comes Out a Hero

The afternoon Metrolink commute on Sept. 12, 2008 began like any other; cars filled with weary travelers bringing their work week to a close. Before it was over, though, a head-on collision with a Union Pacific freight train would go down as the worst incident in Metrolink history.

From tragedy emerged a number of heroes, including Amtrak Bus Coordinator Norm Nicholson, who was aboard Metrolink Train 111. As a true "first responder," Nicholson was among an initial group of passengers and nearby individuals that acted quickly and responsibly to move people out of harm's way.

Nicholson was hailed by one particular passenger as the reason she is still alive today. Having been thrown on impact from her seat, and disoriented by smoke and flames, she said she had resigned herself to perhaps not making it



out of that nightmarish event. Yet, Nicholson ultimately appeared to drag the woman from the impact area and positioned her to prevent potential internal injuries from becoming life-threatening.

"He helped dozens of other desperate people," she said in a telephone call to area Amtrak officials, "always bringing them to a safe area and then going back to the front of the train to help. He never retreated."

The passenger was later treated for multiple leg fractures, a broken ankle and severe facial injuries. Yet, in her mind, Nicholson's disregard for his personal safety made him her personal savior.

"[In her call], she wanted to thank Amtrak for having an employee like Norman," said Leonard Villamor, assistant superintendent, Stations, and

Nicholson's supervisor. "She wanted to let Norman's wife know the quality of man she married, and she wanted to ensure that Amtrak knew he was her hero." ■

Inauguration Ops

continued from page 5

working with a variety of different agencies to cast a very wide net of rail security."

Specific details of security operations are classified, but Amtrak security efforts will be combined with those of many local, state and federal agencies along with freight railroads to protect every single rail line in and out of Washington, D.C. Led by Deputy Police Chief John Tewey, Amtrak Police and Mobile Security Teams will deploy dozens of K-9 units as well as uniformed and plainclothes officers in stations and on board trains. Other bomb detection technologies and bomb disposal professionals will be involved too.

Another layer of preparation is necessary because, at press time, Washington Union Station was likely to serve as the venue for an official Inaugural Ball. As the Secret Service will be managing security and closing access to various parts of the station in preparation for the president's arrival, APD and OSSSO will augment

security efforts. Station personnel will manage traffic flow accordingly.

"I think this will be one of the biggest tests we've faced as a company from an operating standpoint," said Crosbie. "But I also think it will be one of our finest hours." ■



Photo: Manny Vega

At a whistlestop along the campaign trail this summer, then-presidential candidate Barack Obama greets a group of Amtrak employees. Up to 5 million people are expected to descend on the nation's capital during his inauguration.

Promotions in Motion

Amtrak Guest Rewards® Promo Targets *Acela* and *Northeast Regional* Passengers

Due to decreasing gas prices and fewer business travelers along the Northeast Corridor, ridership is down from last year. November ridership dropped 16.4 percent from last year



on the *Acela Express*; 9.4 percent on the *Northeast*

Regional. To boost ridership along the corridor, Amtrak Guest Rewards® is launching two new promotions.

With the “Take 3 Roundtrips on *Acela Express*, Get 1 Free” promotion, members earn double points if they used a MasterCard to purchase their tickets. This promotion is being highlighted in *Acela Express* print advertising and Amtrak.com; Amtrak Guest Rewards members will be notified via e-mail, direct mail and the Amtrak Guest Rewards Web site.

To earn the free trip, members must take three roundtrips or six-one way trips on *Acela* between Jan. 5 and March 14. The free *Acela Business* class roundtrip is valid between May 9 and June 30.

The *Northeast Regional* promotion targets Amtrak Guest Rewards members who travel exclusively on this service. These members also earn double points if they use a MasterCard card to purchase their tickets. This exclusive promotion will be communicated to members via tailored, direct-to-consumer marketing. Based on their travel history, members will receive an e-mail offer to either a “Take 2 Roundtrips on *Northeast Regional*, get 1 Free” or “Take 3 Roundtrips on *Northeast Regional*, get 1 Free.” To earn the free trip, members must take two or three roundtrips or four or six one-way trips on the service between Jan. 5 and March 14. The free Coach class roundtrip is valid between May 9 and June 30.

Greener, Safer, Healthier

Amtrak is now an associate partner of the New Jersey Nets’ “Nets Go Green” program. The Nets are the first major professional sports team to be accredited as CarbonNeutral® which involves energy-conservation measures that include retrofitted lighting and improved recycling at the team’s Izod Arena in East Rutherford, N.J. This NBA season includes six “Green Themed Nights,” the next being on Monday, Jan. 12.

For the duration of the program, Amtrak will receive a number of benefits, including in-arena LED signage recognizing the company as a “green” partner; public address announcements of green Amtrak facts and scoreboard recognition during all “Green Themed Nights”; Amtrak Travel Green logo placement on netsgogreen.com; and Amtrak “green” facts to be read during “Green Themed Nights” games radio broadcasts on Bloomberg 1130.



Winter 2009 Long-Distance Fare Sale Stimulates Ridership

A new fare sale — available only on the Web — is now in effect to drive incremental riders and revenue on the long-distance routes during the slower winter and early spring travel period.

The reservation period for the long-distance fare sale is Jan. 7 through Jan. 21; with a Jan. 23 through April 5 travel period. During the promotion, the non-refundable tickets are valid on all long-distance routes, including *Empire Service* where it overlaps with long-distance trains, at a 20 percent discount, 15 percent for the *Auto Train*.

The January winter fare sale is being promoted via print, online and radio advertising and through Amtrak.com and Amtrak Guest Rewards®.



DID YOU KNOW?

Acela Express high-speed trains and other new and remanufactured electric locomotives have enabled Amtrak to reduce energy consumption by up to 8 percent through the use of a regenerative braking system that returns electric energy overhead to the catenary power system and replaces some of the electrical energy consumed.

Amtrak recently introduced 80 new vehicle carriers for the *Auto Train*. These are substantially lighter than the ones they replaced and have helped reduce annual diesel fuel usage by about 640,000 gallons — while carrying more vehicles.

Last year, Amtrak substituted electric locomotives for diesel locomotives on the Keystone Corridor between Philadelphia and Harrisburg, Pa., improving fuel efficiency and schedules.

Amtrak has an operating policy to reduce the amount of time that a powered locomotive is idle and is installing a new automatic shut-off system in its diesel locomotive fleet to limit idling.

Increased use of dynamic braking, which involves the electric traction motors in locomotives, provides resistance to the rotating wheel axle. This method of slowing trains is more fuel-efficient than braking with power applied.

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries

December 2008

ALMILLI, MADELYN
BILLINGS, CRAIG
BREMERMANN, RALPH
BROWN, SANDRA
CORTESE, RAYMOND
CRAWFORD, GEOFFREY
DIAZ, BETHANIA
DONNELLY, JOHN
DONNELLY, THOMAS
DUPLAK, JOHN
HARVEY, VERNON
HOFBAUER, JOSEPH
JAMES, RICARDO
JAMIESON, LAWRENCE
JOHNSTON, LANCE
JORDAN, MICHAEL
KELLY, DENNIS
MALLETT, MARSHALL
MARTIN, MARVIN
MONIZ, MITCHELL
MORTON, GLENN
MULRENIN, RAYMOND
NAJAC, FRANTZ
RAMO, JOHN
ROCHE, WILLIAM
SMITH, DALE
TALBERT, FREDERICK
TAYLOR, KEYSTER
TOLBERT, BRUCE

TURNER, JAMES
WALTERS, SEBERT

25-Year Anniversaries

December 2008

ALLEN, WILLIAM
CARLSON, WARREN
COOPER, ALLEN
DAVIS, MICHAEL
ELDRIDGE, STEVEN
FLORENT, HARRY
FRANCIK, WILLIAM
JONES, MICHAEL
JONES, SAUL
KEBERT, FRANCINE
KEMERY, BRYAN
KOSTIVAL, MARCIA
LIBERTY, PATRICK
LUTAT, EDWIN
MCCAULEY, KATHLEEN
MUCCI, ROBERT
MURPHY, EUGENE
REAVES, WILLIAM
SANTORO, JAMES
TAYLOR, MICHAEL
TKACHENKO, LAWRENCE
WILLIAMS, EDDIE

30-Year Anniversaries

December 2008

ADAMES, OMAR

ALLARA, TONI
ALSPAUGH, RICHARD
ANTONETTE, RUSSELL
ASHLEY, WILLIAM
BRADSHAW, JOSEPH
BREWER, KATHY
CARR, EMMA
ELSTONSMITH, PATRICIA
ESTHEIMER, JOHN
JOHNSON, SUSAN
KOSTELAS, JAMES
LEE, THEODORE
MACHADO, GREGORY
MAJARIAN, HOVSEP
MAYNOR, GWENDOLYN
MCINTOSH, IRVIN
MEISBERGER, PATRICK
PAVON, HELIBERTO
REVOAL, LORENZO
SHARPLESS, LARRY
SINANIAN, MANOUG
TAFT, DAVID
TOMASSIAN, KIRKOR
WILSON, JOHN

35-Year Anniversaries

December 2008

ALEX, PAUL
AUSTEN, EDWIN
BRYANT, KAREN
CAPLAN-LANDY, KAREN
COOK, JOHN

COPELAND, RICHARD
CUNNING, LOIS
DRAKE, JOANNE
DUARTE, DEBORAH
EDWARDS, JAMES
EDWARDS, NANCY
FORCZEK, STANLEY
GALLELLO, THERESA
GIBSON, IRENE
KELLY, MICHAEL
KENNEDY, JANET
KETELS, DEBORAH
LISZEWSKI, JOAN
MCHENRY, SHARON
NELSON, PHILLIP
NICHOLSON, NORMAN
OLSEN, NANCY
PAVLAKIS, STEPHANIE
ROBINSON, WILLIAM
RUTLEDGE, DOUGLAS
SHIVE, SHELE
STRICKLER, CHARLES
SUTA, JANE
WILLIAMS, LARRY
WRIGHT, ROBERT

Retirees

November 2008

ADAMS, JAMES
BOTT, WILLIAM
BURGESS, MYRNA
CALLEA, THOMAS
GAUL, MARYELLEN

GENTRY, ELMER
HAAS, CHARLES
HUNTER, HENRY
KREITH, JOSEPH
PIERRE, HEUREUSE
REYNOLDS, TOMMY
ROLLISON, GEORGE
RUEGER, GEORGE
RUSSO, JOHN
SIMMS, TERRY
SMITH, IRVIN
STEEN, SANDRA
STERLING, PAUL
STORBAKKEN, TOM
VANSANT, EDWARD
WASHABAU, DOUGLAS
WATSON, CURTIS
WILSON, ROBERT
SCHLIENZ, PAUL
SCHWOYER, ALESE
SKYLES, JACK
SPEER, WILLIAM
SPURBECK, WILLIAM
SULLIVAN, FRANCIS
SULLIVAN, RICHARD
TUNGETT, ROBERT
WELLMAN, ROBERT
WILLIAMS, JAMES
WILSON, BARRY
YERGERT, DONALD



The 2009 Amtrak® Calendars Are In!

There are three ways to get your 2009 Amtrak® Wall Calendar:

- Visit the Amtrak Online Store at <http://amtrak.ai-estore.com>
- Call 1-800 369-4257
- Mail your order to: **Staples Promotional Products,**

Attn: Amtrak Customer Service Representative, 1520 Albany Place, S.E., Orange City, Iowa 51041

This Month in Amtrak History

JANUARY

January 18, 1970

Amtrak introduces the Amtrak Guest Rewards® frequent-traveler program.

January 10, 1971

The *Palmetto* reverts to a New York-Savannah day train, as it had been prior to its Florida extensions (to Jacksonville in 1988, then on to Tampa and Miami in 2002).

January 1, 1983

The first Amtrak Train and Engine crews directly employed by the company begin working on the Northeast Corridor.

January 31, 2000

Amtrak begins preliminary electric service to Boston, consisting of two *Acela Regional* roundtrips each day, with additional electric service to be gradually phased in.



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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 2 • February 2009



**Presidential
Whistlestop Train
Tour: "Important
Day in Amtrak
History"**

**Q&A: President and
CEO Joe Boardman**

***Six Additional
Services Slated for
Route Level
Improvements***

RENEWING AMERICA

AMTRAK® i n k

Vol. 14, Issue 2, February 2009

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On the Cover:

Vice President-elect Joe Biden and President-elect Barack Obama arrive at Washington Union Station on Jan. 17 as part of a Whistlestop Train Tour that included Philadelphia, Wilmington and Baltimore.

Photo: Bob Johnston, Trains Magazine

Correction

In the January issue, we incorrectly stated that Amtrak began accepting credit cards on Jan. 10, 1970. The actual year was 1972. We regret the error.

FPO FSC Logo (Horizontal)

Quick Quotes • One-On-One

Editor’s Note: At a recent Block Training session, Transportation employees were given an opportunity to offer videotaped questions to key managers on a variety of topics. Below are two examples.



Assistant Conductor Charese Kirkland

“How can Amtrak maintain *Acela Express* OTP without delaying *Northeast Regional* trains?”



Vice President, Transportation Richard Phelps

“Maintaining good OTP requires careful coordination between Engineering and Transportation and the commuter agencies.

Transportation is putting together a team to focus specifically on *Northeast Regional* OTP and we expect great results in the future.”



OBS Manager Patricia Baylor

“What is the possibility of increasing the number of baggage cars for our long-haul trains system-wide?”

Chief Mechanical Officer Vince Nesci

“We’re looking to replace our baggage car fleet — which is more than 50 years old — with new single-level baggage cars. Today, we

continue to overhaul the current fleet in our Beech Grove facility and work with Transportation to determine how many cars they may need to provide service.”



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train of thought

“**T**o the conductors who make our trains run and to the workers who lay down the rails, to the parents who worry about how they’re going to pay the bills next month on the commute to work and to the children who hear the whistle of the train and dream of a better life — that’s who we’re fighting for...”

Those were the words of President-elect Barack Obama, as he and Vice President-elect Joe Biden addressed a crowd assembled outside of the Wilmington station on Jan. 17 before they boarded the chartered train headed for Washington. The vice president-elect described his “love affair with Amtrak” after being introduced by Conductor Gregg Weaver, one of the members of the Amtrak crews Biden has come to know over the course of decades.

Amtrak’s appearance on the national inaugural stage last month was relatively brief but it was heralded as historic. After having transported the then president- and vice president-elect and their guests to Washington, we carried more than 118,000 to and from Washington Union Station between Jan. 17 and 22.

The amount of planning and work that went into both operations cannot be overstated. Long hours, collaboration inside and outside the company, a good dose of patience and determination to pull together all the moving parts made both operations safe, secure and successful.

The many employees not personally touched by these two events along the Northeast Corridor may naturally not feel the scope of it all, and I can understand that. But

what I would hope you would feel is pride, because the historic and symbolic significance of choosing Amtrak to travel to Washington speaks volumes. Without taking anything away from the work done last month, what we accomplished on Jan. 17 and 20 were high-visibility representations of what we do on an everyday basis — thanks to you. The exposure we earned surrounding the inauguration was a window on your efforts day in and day out and how they fit into what the traveling world knows as Amtrak.

There’s a good deal of support for Amtrak, particularly as a safer, greener and healthier mode connecting America. For the first time in many years, we’ll be submitting our annual request for funding with the support of the Passenger Rail Investment and Improvement Act passed earlier in the fall. That law should make it much easier to substantiate our operating and capital needs next year and help us build much-needed momentum for progress in the coming years. We’ll be sending our FY 2010 Grant and Legislative Request to the Hill mid-month and I look forward to telling you more about our plans for next year. ■



Joseph H. Boardman



Photo: Bob Johnston, Trains Magazine

Amtrak Conductor Intros Biden in Wilmington

Just days before his swearing-in as the nation’s 44th president, Barack Obama shares the stage at Wilmington Station with Amtrak Conductor Gregg Weaver (second from left), Dr. Jill Biden and Vice President-elect Joe Biden.

Presidential Whistlestop Train Tour: “Important Day in Amtrak History”

Amtrak is routinely involved with major events, where train schedules and operating procedures are altered as necessary according to the circumstances. A papal visit. A natural disaster. Major sporting events. Holiday travel. But none compare in scope, magnitude and visibility to the two-phase operation surrounding the inauguration of President Barack Obama last month.

“While these events took place along the Northeast Corridor, Amtrak took its place on the national stage and in the history books. Employees across the country should be proud of what we accomplished together by contributing so unselfishly to the inauguration of the United States’ new president,” said Joe Boardman, president and CEO.

“The degree of collaboration — internally and with external partners — was unprecedented for this company,” added Chief Operating Officer William Crosbie. “There were so many moving parts that had to be well choreographed because one change or decision affected the entire operation.”

Nearly every department was involved in some form. While the efforts of countless employees and stories of dedication abound — too many to print in these pages — the following is a glimpse into the work put into these historical events.

Phase One: The Whistlestop Train Tour

“Ladies and gentlemen: On behalf of the men and women of Amtrak, I am very pleased to welcome President-elect Barack Obama and his special guests on this historic journey to Washington, D.C. today.” That was the announcement made by Clarence Armstrong, Jr., aboard the charter train that transported the president- and vice president-elect and their guests to Washington on Jan. 17.

Armstrong served as an assistant conductor on that train and was part of the hand-picked crew that included Conductor Chantel Pierre; Assistant Conductors Salvatore Prisco and Noel Powell; Lead Service Attendants Martina Brewer, Emma Carr, William Johnson, Ahkar Kennedy; and Engineer Carlyle Smith.

“In my opinion, this was the single most important day in Amtrak history,” said Jon Tainow, chief, System Operations. “I’ve been involved with many major events this company has participated in since the 70s and none were equal to this in terms of complexity or importance.”

President Obama was the first president-elect to repeat Abraham Lincoln’s pre-inauguration train trip from Philadelphia to Washington. For Amtrak, that meant creating an operating plan unlike any other. The plan had to accommodate the desired schedule while also meeting the security requirements of the Secret Service.

Accordingly, Engineering employees walked all 137 miles of the route with Secret Service agents to inspect every inch of track and seal every manhole, substation and tool shed. The

three-train convoy included mechanics and electricians in case any repairs were needed en route. It also meant unprecedented security that included partnering with Secret Service and local law enforcement agencies to secure all 415 bridges and overpasses along the route, while educating them on the unique characteristics of the railroad. In addition, employees from the Office of Security Strategy and Special Operations (OSSSO), the Office of Inspector General (OIG) and Amtrak Police (APD) provided additional security.

On top of all that, Transportation adjusted normal operations to accommodate the charter. Roughly a dozen trains bypassed the Wilmington station while it was closed for several hours during an event with Obama and Vice



Photo: Bob Johnston, *Trains Magazine*

President-elect Barack Obama addresses the crowd assembled at the Wilmington Station as part of the Jan. 17 Whistlestop Train Tour, while Dr. Jill Biden, Vice President-elect Joe Biden and wife Michelle Obama look on.

President-elect Joe Biden. Traffic flow at stations in Philadelphia and Baltimore had to be adjusted for security purposes.

“This was a major operational challenge in and of itself, but that was just phase one,” said Crosbie. “There was no time to relax and celebrate the success of that day, because we had an equally large challenge right behind it.”

Phase Two: Inauguration Day

On the night of Jan. 19, three sleeping cars at Washington Union Station were filled with employees who rose well before dawn to begin moving tens of thousands of Amtrak and commuter rail passengers through the terminal as well as operate 90 trains to and from Washington on Inauguration Day. Many other employees slept in their offices on multiple nights surrounding Inauguration Day to be accessible and ready to respond.

Since President Obama was scheduled to appear at Union Station later that night for an Inaugural Ball, security was again a top priority. Because two-thirds of the station was closed by the Secret Service and station entry points were limited in the afternoon, a special pedestrian flow and security plan developed by APD and OSSSO was in effect. This called for a volunteer effort coordi-



Photo: Josh Raymond

Chief, Business Line Planning and Strategy Bill Sheridan is one of more than 100 employee volunteers in D.C. assisting Inauguration Day passengers.

ated with the Mid-Atlantic Division that involved more than 100 employee volunteers. In addition, the security plan included managing the deployment of hundreds of law enforcement officers and K-9 teams. The security presence at dozens

of stations and aboard every inbound and outbound train led to an incident-free day of massive ridership. A special operating plan for Jan. 20 developed by System Operations reflected a 56 percent increase in capacity to and from Washington that day. Mechanical crews made this availability viable by planning well in advance to make sure shop counts were as low as possible and by riding trains in case they needed troubleshooting.



Photo: Josh Raymond

More than 8,000 passengers per hour move through Washington Union Station on Inauguration Day. The special operating plan for the day reflected a 56 percent increase in capacity in and out of D.C.

Information Technology also implemented a robust plan to support the operation.

Marketing and Customer Communications promoted the extra capacity via promotional e-mails, Amtrak.com and 1-800-USA-RAIL. The Revenue Management group closely monitored sales and assisted in developing the necessary revised ticket policies. Reserved passengers were alerted to operational changes and ticket policies through a new Automated Customer Notification system, among other channels. Charter Services and Government Affairs managed requests for private car moves and charter trains, many of which were from elected officials across the country.

“I can’t reiterate enough how proud I am of our company for the way we worked together on such an important event,” said Steve Alleman, Mid-Atlantic Division general superintendent. “There were major challenges that we were able to navigate, but what made the difference was the sum of all the individual efforts on that day.”

No detail was too small. Jamie Wilson, station manager, took it upon herself to make 18 quarts of chicken noodle soup for her fellow volunteers at Washington Union Station, a welcome perk on an extremely cold day. Hundreds of other volunteers from every rank in the company made their own individual contributions by answering passenger questions and directing traffic at stations in New York, Philadelphia, Wilmington and Baltimore.

In all, operations for the Whistlestop Train Tour and Inauguration Day 2009 not only made Amtrak part of a nationally historic event, but also provided a boost in ridership and ticket revenue. Nearly 20,000 additional trips accounted for an estimated \$1.5 million in incremental ticket revenue. ■

New CETC Upgrades To Enhance Dispatching Capabilities

As part of a major infrastructure improvement program for the Northeast Corridor, Amtrak has launched a multiyear project to upgrade its Centralized Electrification and Traffic Control (CETC) system. CETC is the system used by the dispatch centers to monitor train movements as well as the overhead electrical systems that power the locomotives.

“Although Transportation and Electric Traction are the primary beneficiaries of the system, Amtrak and its customers will receive improvements in train reporting accuracy, operational reliability and on-time performance,” said Deputy Chief Engineer Keith Holt, the project sponsor.

While the existing systems have proven reliable over the years, they have exceeded their service life and cannot be efficiently maintained or fully expanded, Holt added.

“The intent of the project is to upgrade the hardware and software while improving the flexibility and connectivity for all users of train information in the NEC.”

The new system will have an operating life of 15 years.

The backbone of the new CETC system is a software program that gathers information, transfers it back to the dispatch centers, and carries out any necessary analyses and control functions. Utilizing high-performance, multi-monitor workstations, operators will have better access to accurate and secure real-time information that will allow

them to more effectively monitor and dispatch train movement and traction power along the entire Northeast Corridor.

In addition to facilitating the dispatching of Amtrak trains, the new system will be used to dispatch Norfolk Southern and CSX freight traffic, and

commuter trains from Southeastern Pennsylvania Transportation Authority, Maryland Area Regional Commuter, New Jersey Transit and Virginia Railway Express.

Also, part of the overall CETC replacement project includes an energy management system that supports monitoring and managing available energy on the corridor.

“With this new system, we can see what power is available on the grid and determine how we can best operate our trains with the power available,” said Deputy Chief Engineer, Electric Traction Bob Verhelle.

Case in point: Major power outages in 2003 across the Northeast left passengers stranded on trains. With the new system, dispatchers can delay the dispatching of some trains



Photo: Howard Conway

Train dispatcher Mike Veltri will use the upgraded CETC system to better monitor train movements and traction power along the NEC.

to lessen the amount of overall energy needed, which would allow en route trains to continue to their destinations with sufficient power.

Initially, the new CETC system will function for the Northeast Corridor, although Holt added that there is potential to operate it along the Amtrak-controlled territory in Michigan. The system will be first tested at each facility beginning in the first quarter of FY '10. Final acceptance is slated for April 2011.

With collaborative input from Engineering, Transportation and Information Technology, the new system is being designed and delivered by Annapolis, Md.-based ARINC, and is based on ARINC's Advanced Information Management (AIM®) software platform. ■

Top Chefs Add Their Touch to *Acela* First Class Menu

Renowned for defining the Northwest-style cuisine, which stresses the use of fresh local ingredients combined with the food culture of the Pacific Rim, Seattle chef Tom Douglas is the newest member of the Amtrak Culinary Advisory Team. Douglas joins world-famous Washington, D.C., chef and cookbook author Michel Richard and the rest of ACAT in revamping the *Acela Express* First class menu this spring.

Douglas and his wife and business partner, Jackie Cross, own five Seattle restaurants. Two of those restaurants — Dahlia Lounge and Palace Kitchen — are past nominees for honors by the well-regarded James Beard Association. His dedication to using local ingredients is key to Amtrak's own commitment to a "safer, greener, healthier" railroad.

"We're considering a number of things to be more eco-friendly," said Tim Costello, manager, Product Development, NEC and State-Supported Trains, who leads ACAT. "By using local suppliers, we can ensure fresher products while also minimizing fuel costs and reducing our carbon footprint."

Where applicable, ingredients will be purchased from cities and towns along the Northeast Corridor.

Costello noted that being safer, greener and healthier is not necessarily a new concept for his team of Amtrak executive and regional chefs, four vendor chefs and two world-class chefs. In past menu cycles, the team substituted more grains for potatoes as a healthier option. This year, the focus is proper portion sizes, eliminating *beurre blanc* (white butter) or *demi-glace* (brown) sauces, reducing the sodium content and not adding trans fats to menu items.

"We will continue to ensure that our meals meet the prescribed daily requirements," Costello said. "We'll continue to provide nutritional guidelines for each item, and we're also considering designating certain items as 'heart-healthy' on the menu."

Every six months, ACAT is tasked with reviewing and updating the *Acela Express* First class menu. Its menu of appetizers, entrées and desserts puts as high a premium on taste as it does on being healthy.

The process begins with a three-day workshop in Wilmington, Del., at which the chefs devise and prepared more than 80 different potential menu items. Each item is then evaluated based on established criteria such as the combination of



Photo: Monika Sloane

Celebrity chefs (seated, L. to R.) Tom Douglas and Michel Richard pose with other members of the Amtrak Culinary Advisory Team (L.to R.) John Hemmer, Tim Costello, Richard Keys and Gerard Bertholon. Not pictured: Daniel Malzhan, Bob Rosar, Christian Hannah and Kevin Miller. Douglas and Richard are former Beard awardees lending their culinary flair to the Acela Express First class menu.

ingredients or durability. In the end, the bi-annual menus will include 22 lunch and dinner items and eight breakfast choices, all of which have a two-day shelf life. Costello and his team are then tasked with finding the proper ingredients and pricing out the menu.

New warehouse management vendor ARAMARK is expected to play a key role in the evolution of future menu development, but its initial focus is on executing the transition of duties from the previous vendor.

"We've not yet looked at the culinary side of our relationship with ARAMARK," said Costello, who said he is meeting with ARAMARK later this month. "But, the relationship is growing and needs to be further defined."

At press time, only a few items were assured to be on the menu, which will be finalized in April and put into service in May. Richard, owner of the famed Citronelle in Washington, D.C., has created a "masterpiece" involving scallops and shrimp wrapped in a banana leaf. A vegetarian choice that has made the cut includes a Tuscan white bean stew with kale. ■



e-Ticketing Pilot Meets Challenges Head-On

Photo: Bob Colwell

Since October 2008, Amtrak and the Northern New England Passenger Rail Authority (NNEPRA) have been testing the use of a conductor handheld computer device to scan Amtrak tickets aboard the Portland, Maine-Boston Downeaster. This represents the first phase of the e-Ticketing program's on board system testing. A second phase — slated for April — will allow customers to print their boarding pass at home and have it scanned on board the train. The Downeaster's pilot results will ultimately support nationwide design and deployment decisions for on board conductor handheld devices.

To date, conductors have scanned more than 59,000 tickets with about 30 percent representing multi-ride tickets. "Because multi-ride tickets are not reflected on the Arrow manifest, the ticket scan data collected by the handheld device, which is used to create an on-board passenger manifest, is significantly improving our understanding of who is actually aboard the train," reports Tony Flynn, the e-Ticketing program director. "This test has demonstrated the importance of this tool from a safety and security perspective, particularly in the event of an incident."

As expected, the test has also identified problems with the application software as well as the durability of the hardware. In order to address these problems prior to the next phase, the project team has temporarily removed the handhelds from service for additional software and hardware design work. The devices are expected to return to service in March. In the interim, the team will also seek to

develop future enhancements suggested by the conductors, and test a new product that allows for remote monitoring and support for the handheld devices.

The second phase will be especially exciting for Amtrak and our customers. Because many of the stations along the Downeaster route are unstaffed, passengers today are required either to make special arrangements in advance to get tickets or to purchase their tickets on the train. The "print-at-home" feature addresses this gap, while also eliminating the ticket lift and pouch process by allowing for an electronic lift through the handheld device.

"Passengers will find the print-at-home function particularly convenient, while conductors will appreciate the expected reduction in onboard transactions and reduced ticket handling," said Road Foreman Steve Corcoran. "The conductors have been very supportive of the pilot. They feel the handheld device will ultimately improve customer service."

Patricia Quinn, NNEPRA executive director, added, "We're excited that we will soon be able to offer our customers the convenience of print-at-home travel documents. The entire team's dedication to making this new technology work in our environment is obvious, and our passengers will soon begin reaping the benefits of this effort with the introduction of print-at-home capabilities." ■

“Passengers will find the print-at-home function particularly convenient, while conductors will appreciate the expected reduction in on-board transactions and reduced ticket handling.”

New Awareness Campaign Focuses on Eliminating Stop Signal Violations

The Transportation department recently launched Focus, a new campaign designed to eliminate stop signal violations and reduce operating rule violations.

“Every stop signal violation is a potential collision with the possibility of loss of life, serious injury or life-altering consequences for everyone involved,” said Steve Strachan, chief transportation officer. “Our campaign aims to mitigate these types of incidents through increased awareness and focus.”

Strachan added that the Focus training begins with new hires and continues throughout their careers. “Block Training is conducted annually,” he said, “and training has always been an integral part of the Transportation culture.”

Additionally, in the event of a stop signal violation, a crew is required to attend remedial training to discuss the incident in detail, and is put through a full motion simulation to test their skill sets. A video, “It Happened to Me” will soon be released as well for viewing during Block Training throughout the system. The video relives an incident where a crew operated past a stop signal and came within 400 feet of a head-on collision with another train.

Crews are also tested on their skills as part of the Total Efficiency and Safety Test System, or T.E.S.T.S., as part of a Code of Federal Regulations requirement to maintain a program for operational testing and inspection of employees. An operational test or inspection is a supervisor’s observation of an employee’s ability and willingness to correctly apply the rules pertaining to train operations. All T&E employees have operational tests and inspections performed in accordance with this program.

T&E employees will be tested each quarter. Positive reinforcement and recognition will be given to operating crews who comply with the testing procedures. Additional education and positive feedback will be provided for operating crews that need improvement.

“Supervision is a key factor as field supervisors are constantly mentoring, evaluating and documenting an employee’s performance, knowledge, skills and abilities,” said Don Savidge, system general road foreman.

The Focus campaign is divided into quarters. Until the end of March, the focus is on situational awareness. “Situational awareness is one of the principles of Crew Resource Management, a training process designed to decrease incidents caused by human factors, that we are constantly reinforcing within Transportation,” said Strachan.

“In my experience, most of our mishaps and rules violations pertain entirely to staying focused,” added Engineer Jack Cawley, Local chairman, Division 11. “Any and all programs that carry the message to focus and stay focused is a plus, and I’m certainly on board with this program.”

“Situational awareness involves understanding how information, events and your own actions will impact the operation of your train. Lacking situational awareness is a primary reason for incidents,” added Strachan.

Throughout the rest of the calendar year, the campaign will focus on issues of restricted speed, communication and teamwork.

Each quarter’s theme will be illustrated in posters displayed in crew bases throughout the system. The campaign’s look and message as seen in these posters and other printed materials will be consistent throughout the company to help build instant recognition with employees.

Throughout the year, the Chief Transportation Office will host quarterly calls with the operating divisions and Northeast Corridor Service Operations to discuss the program’s progress. “We want to share successful programs, best practices and information to obtain the department goal of zero stop signal violations,” Strachan said.

In addition, all T&E employees and their supervisors will be presented a “challenge” coin, which is intended to create unity and generate enthusiasm toward the goal.

So far, the Focus campaign is being met with enthusiasm by the front-line employees.

“From the labor organization point of view, we’re in favor of anything that raises awareness to prevent rules violations and promotes safe operations,” said Conductor David Brooks, Local chairman, UTU 1470. “We’re happy to partner with the company to push this campaign forward.” ■



Q&A: President and CEO Joe Boardman



Editor's Note: Since coming on board in late November, President and CEO Joe Boardman has spent a great deal of time getting to know employees from all across the company. The one-time FRA Administrator, state transportation official, union member and businessman brings a lifetime of insight to his job as the top Amtrak manager. Here's a look at Boardman, the man.

Amtrak Ink: You grew up on a dairy farm. After 30-plus years in local, state and federal service, would you still consider yourself a country boy at heart and why?

Joe Boardman: Absolutely. Much to the frustration of my wife, I still have a bunch of farm equipment; bulldozers, a Bobcat loader, plows, any piece of equipment you'd find on a farm. It's mostly rusty now though. And, we still have a 20-acre farm in the Taberg-Rome, N.Y. area.

AI: How has growing up on a farm factored into how you work?

JB: When I first took this job, someone asked me, "How does it feel to be on the job 24/7/365?" It's been that way my entire life, since I was old enough to do something on the farm. You learn it's a way of life. You get up; milk the cows around four or five in the morning, and you're done by seven. If you're a kid, you have your breakfast and it's off to school. If not, then it's back to work. It wasn't a nine-to-five life. I never lived that way on the farm.

Now, I'm up working at 5:30 in the morning, reading stuff like our Legislative and Grant request. You may not see me until 10 or so, but I've been working since the wee hours. I do my best thinking in the morning when there are no constant interruptions. I'm easily distractible.

AI: You left the farm, joined the U.S. Air Force and served in Vietnam. How did that experience shape your current worldview?

JB: At 17, I had my dad sign the papers for me to join the Air Force. Dad wouldn't sign the papers for the Army or Marines. The Army and Marines wouldn't take me because of my age and the Navy had a three-month waiting period. My first assignment was Washington, D.C., from 1966 to 1968. I promised my mom that I wouldn't volunteer for Vietnam, so I volunteered for worldwide duty in October 1968 which, in the end, was the same as volunteering for Vietnam.

I was stationed in Saigon, now Ho Chi Minh City, in cryptographic maintenance, not directly in a combat situ-

ation. I was more in charge as an E-4 sergeant than at any other time because of an absolute commitment to not letting our guys die. I had to make sure they had proper communications. I worked at it day and night in the same way I do everything.

On the farm, it's always on to the next job — once the cows are milked, then it's on to the haying or off to school. It's a constant level of transactions; what is the next thing to be done?

At the FRA, there was a constant flow to the next item. There's an old saying: "You can't plant the seeds before you plow the ground." There's a lot of mixing that up in the public sector.

AI: With a B.S. in agricultural economics from Cornell and a master's degree in management science from SUNY-Binghamton, it appears you were planning to run the family farm. True?

JB: Actually, I wanted to be a veterinarian. My grandfather, two uncles and a cousin all got veterinary science degrees from Cornell. But, strangely, I didn't like veterinary science, so I switched to farm management. I thought I'd go back to the farm. But, I had three brothers running the farm and they thought that "Joey" has got a college degree and he should do something else.

In college, I found that I wasn't an animal person — I liked anything with a motor and wheels. If I could make it run, I was into it. I started in transportation. In college, I drove a campus bus and propane trucks.

AI: What led you to a life in public service, especially in the transportation field?

JB: I was prepared to be a county extension agent, and help farmers manage their farms. But, I took the civil service test for a transit manager, and began managing transit for Rome, N.Y. And, I saw the ability to effect good change by relating to people. People could talk to me, and I could identify their strengths and weaknesses.

AI: As a former union member and Bush political appointee, do you find significant differences in your

approach to issues affecting the railroad industry?

JB: My approach is the same with anyone who is reasonable. Whether it is union, political or management, I try to have a direct approach starting with basic respect.

I tend to be a loyal person. One needs to be loyal to their employer but also able to tell that employer that they've made a mistake. If anyone had heard any of my conversations with the previous administration, they'd know I was not always in favor of the positions for which the administration became famous. So, what I didn't appear to say in public was said and heard in private.

Consequently, the board of directors, with two Democrats and two Republicans, appointed me to this position. I think many union leaders feel the same way. People know my heart; that I've been a consistent rail supporter.

AI: There is a lot of excitement surrounding your appointment. How do you balance that enthusiasm with the realities facing Amtrak in the coming years?

JB: I'm neither as good nor as bad as people may think. I'm the human that everyone else is. There's so much we need to do: replace bridges, fix facilities, start on new equipment, extend our network of electric rail and cooperate with the freight and commuter railroads in a new way.

There is a need to effectively lessen our dependence on foreign oil. We need to improve on safety. We need to protect the environment. That's why you'll often hear me talk about Amtrak as "safer, greener and healthier."

I also think that all rail should be electrified. We can depend on the grid more than anything else. Every other country that is growing rail is also growing it as electrified. Why are we debating it? Yes, it's such a huge, vast country, but even China is electrifying its rail.

AI: Is there anything else you'd like to share?

JB: I feel blessed to be here. I'll do my best for the company and the people here. ■



Crescent



Adirondack

Six Additional Services Slated for Route Level Improvements

A collaborative effort that led to significant improvements for a number of routes last year is being extended to include an additional six routes in 2009.

The Route Performance Improvement (RPI) initiative analyzes and evaluates the current performance of specific routes to determine the best opportunities for financial and service improvement. The RPI Teams include a cross-section of key personnel from Marketing and Product Management, Strategic Partnerships, Labor Relations, Transportation, Mechanical and Engineering.

“In each fiscal year, a combination of corridor and long-distance routes are identified for implementation with a four-year timeline for completion of the entire route system,” said Brian Rosenwald, chief, Product Management.

Last year’s RPI trains included the *Auto Train*, *Northeast Regionals*, *City of New Orleans*, *Hiawatha Service*, *San Joaquins* and *Coast Starlight*. For the current fiscal year, the *Crescent*, *Adirondack*, *Empire Service*, *Lake Shore Limited*, *Lincoln Service*, *Empire Builder* and *Sunset*

Limited are slated for a concerted push to drive route level improvements in service quality and business results. In addition to addressing traditional improvement areas like OTP and improved ridership and ticket revenue, each of the 2009 RPI services is also contemplating an *Auto Train*-like recycling campaign that includes special containers to recycle bottles, cans and newspapers that would be deposited at designated recycling stops along the respective routes.

This issue highlights the *Crescent*, *Adirondack*, *Empire Service* and *Lake Shore Limited*. The *Lincoln Service*, *Empire Builder* and *Sunset Limited* will be featured in next month’s *Amtrak Ink*.

Crescent

Despite a 6.3 percent jump in ticket revenue in the first quarter of FY '09, ridership aboard the New York-New Orleans *Crescent*, which marks its 30th year of service this month, was up less than 1 percent over the same period in the previous fiscal year. Accordingly, its cross-functional team, led by Jennifer Davis-Paige, director, Product Management-East, is working with

the Southern Division to shape its goals and several of its more than 180 proposed initiatives to focus on growing both revenue and ridership.

“We’re examining ways in which we can increase ridership to points south of Atlanta, to other cities besides New Orleans,” said Davis-Paige. “But, our first initiative, however, remains general awareness about travel to New Orleans for Mardi Gras and promotion of vacation packages for the event.”

Amtrak Vacations is offering a five-night vacation package that includes round-trip rail service, hotel accommodations, a private party with grandstand seating at the Endymion Parade, brunch at the historic Court of Two Sisters restaurant, and admission to Mardi Gras World. Davis-Paige is briefing call center staff on the details of this vacation package, which are also posted on Amtrak.com.

Davis-Paige added that Daniel Malzhan, manager, Product Development, Long Distance Services has also been instrumental in adding more regional cuisine to the food and beverage menu, including local wines and beers as well as

**Empire Service**

Photo: Greg Guimond

Lake Shore Limited

oven-fried chicken, cobblers and red beans and rice.

Adirondack and Empire Service

FY '08 ended with a bang for these two services.

Once rated as one of the best 10 rail trips by National Geographic Traveler, the New York-Montreal *Adirondack* closed out the year with ridership and revenue increases of 10 percent over the previous year. Meanwhile, the commuter-heavy New York-Albany *Empire Service* experienced ridership of nearly 1 million passengers, totaling \$41 million in ticket revenue.

Yet neither service is faring well in the first part of FY '09, with ridership and ticket revenue numbers down significantly between October and December.

Accordingly, Director, Product Management-East Pat Pietrantonio and the team collaborated with Northeast Division staff to hash out major focus areas considered vital to improving ridership, revenue, OTP and Customer Satisfaction Index (CSI) scores: equipment, food and beverage service and strategic partnerships.

“For the *Adirondack*, we’re working with Mechanical to review Amfleet II fleet capabilities to possibly add these types of cars with larger toilet capacity,” said Pietrantonio. “This equipment is better suited for a

trip of this length. If feasible, this will take place this spring.” CSI scores for restroom cleanliness are currently among the lowest in the system.

Although *Adirondack’s* food and beverage CSI scores indicate double-digit improvement at this point in the fiscal year, plans are underway to introduce New York regional cuisine to the route. For the *Empire Service*, Pietrantonio and the team are analyzing the feasibility of reintroducing food service to select morning trains and are exploring cart or staffed Café car service.

Additionally, the team is exploring the potential impact and feasibility of relocating both U.S. and Canadian customs and immigration facilities.

Lake Shore Limited

Like several other routes, the *Lake Shore Limited* is experiencing mixed results — ridership is slightly down for October through December 2008, but revenue is 13 percent higher than the previous period last year, and CSI scores to date are all positive.

Carol Gambrel, director, Product Management-Chicago and the team of 45 stakeholders worked with the Central Division to identify 55 initiatives to improve service on the New York/Boston-Albany-Chicago route.

“Considering Amtrak’s scarce resources, our plan is to aggressively pursue the initiatives that are well within the company’s control,” said

Gambrel, “and require little or no upfront investment and have the potential to significantly impact customer and employee satisfaction and increase marketing and revenue opportunities.”

Gambrel added that the team’s top two priorities are food and beverage improvements and a “renewed focus on the fundamentals” when it comes to equipment.

“We are working with Daniel Malzhan, Claudia Butler [manager, On-Board Services] and the OBS/Diner employees,” she said, “to redefine the Diner Lite service and introduce a new, healthier menu, including regional offerings, local beer and New York wines.”

As it relates to equipment, the team is working with Mechanical on installing new coffee makers in Viewliner sleepers, fixing ongoing problems with public address systems, and repairing call bells.

Other plans involve producing a monthly RPI update to OBS and T&E crew bases and stations to advise front-line employees on the progress of the RPI initiatives. ■

IT Security Measures Beefing Up

Over the next couple of months, a number of enhanced security measures will be enacted to improve the company's ability to protect vital information. IT Security and IT Operations strive to provide innovative and secure technologies that reflect industry standards and adhere to regulatory guidelines.

"It is Amtrak's goal to manage information and IT investments according to the highest standards of

“Strong passwords are necessary to guard against someone masquerading as you by using your log-on ID.”

system security and data integrity," said Ron Baklarz, chief information security officer.

Effective this month, new network logon password rules are being implemented to provide better overall system and network control and protection. "Strong passwords are necessary to guard against someone masquerading as you by using your logon ID," according to Alisa Perchick, director, Information Security. "The strength of your password determines how easily someone can guess it and potentially break into our computer systems."

Perchick added that passwords will continue to expire every 90 days, cannot be voluntarily changed more than once per day, and reuse of any of the last six passwords is not allowed (see the accompanying box).

On another front, IT is working with the Marketing and Product Management department and Finance to comply with a new security program required by credit card companies. Company revenue networks, such as Quik-Trak, RailRes/STARS and Arrow are among those that must become compliant with the latest version of the Payment Card Industry (PCI) Data Security Standard.

Arrow users, for example, are required this month to expand their password for access from four to eight characters. STARS users will have two eight-character logons. Remote users' logons will also include a four-character numeric PIN and a key chain security token containing a logon number, which changes every 60 seconds.

"This major change will affect station agents, call centers and employees working from home who access the network," said Baklarz. "If we don't implement this, we risk losing our ability to process credit card payments, potential fraud of credit card data and other financial liability."

Finally, as part of the Identity and Access Management (IAM) initiative, which began last fall with the synching of SAP and Windows user passwords, all Windows users are now required to select and submit challenge questions to verify their identity.

"If you forget your password, your responses to the challenge questions accurately identify you and allow you to manually update or reset your password or have the Help Desk do it for you, much like your bank or financial services

company," said Marvin Credle, project director, IT Operations. He added that this new verification process satisfies security and legal requirements, including discontinuing use of Social Security numbers and date of birth for verification.

Users are required to choose and respond to three of seven challenge questions, such as "What is the make and model of your first car?" or "What is the name of your high school?" A job aid with step-by-step instructions is posted on the Information Technology Security page on the Intranet.

All employees who have a Windows/Active Directory account are required to submit their challenge questions by early spring. ■

Creating a "Strong" Password

When creating a new network logon password, users must now create a password that contains between eight and 30 characters. It cannot include more than two consecutive identical characters and the user ID cannot be part of the password. In addition, the new password must also include three of the four following types of characters: 1) an uppercase letter, 2) a lowercase letter, 3) a special character (@, #, \$, %, etc., but not ! or ?), and 4) a number.



Savannah's the Latest Station Stop for Civic Conversation

A host of local, state and federal officials joined top Amtrak leaders in Savannah, Ga., on Feb. 3 and 4 for the Great American Stations Civic Conversation, a forum in which participants discuss ways to preserve, restore and upgrade existing train stations as vital components of the transportation network. Hattiesburg, Miss., Mayor Johnny L. DuPree Ph.D., (left) and Mayor John Robert Smith of Meridian, Miss., were among the guest speakers who presented case studies on station renovations in their respective towns.



Front Line Focus

Dear Amtrak:

[Recently], a Canadian citizen accompanied by three young children, was escorted at your station by the Orlando police. The woman was in total distress and did not have enough money to purchase the regular fare to return to Canada.

... [Ticket Clerk] Marcia Kostival did her utmost throughout the day to find ways to assist this woman and her three children. They were fed, advised and constant communication took place between your office and the Consulate.

The Consulate General of Canada is most impressed by the courtesy and professional manner of Ms. Kostival, who has shown her commitment to the visitors of your community and performed her duties in an exemplary manner.

Sincerely,

Nicolas Pypops

Consul, Consulate General of Canada

Dear Amtrak:

In recent years, I have traveled on the *Lake Shore Limited* ... On several occasions, the train attendant ... has been Joanna Medina.

... She is personable, sensitive to the needs of passengers, answers questions willingly, is always extremely well groomed, and is fastidious about keeping restrooms clean and well supplied ... I observed her walk by my seat numerous times armed with disinfectant, latex gloves and other cleaning supplies.

... I am compelled to write this letter because she is the only train attendant I have experienced who keeps restrooms clean and well supplied on a regular basis.

... On a 20-plus-hour trip, Ms. Medina makes riding Amtrak a pleasure.

Very sincerely,

Lake Shore Limited Passenger

Route Guides Sport New Look



Updated Route Guides are now available for the *Empire Builder*, *Coast Starlight*, *Capitol Limited* and *Southwest Chief*. Additional route guides for the *Lake Shore Limited*, *Crescent*, *California Zephyr* and *Silver Service* trains are near completion while those for the *Sunset Limited*, *Adirondack*, *Cardinal*, *Maple Leaf* and *Ethan Allen/Vermont* are slated for later in the year. Route Guides for corridor trains are currently under consideration.

To enhance the accuracy and timeliness of vital train information, Marketing and Product Management is in the process of revising the Route Guides. Adorned with improved graphics and colors, the new guides are designed to describe long-distance routes and the towns, cities and unique points of interest for their historic, scenic and factual features.

According to Marketing Officer Ann Owens, “In addition to a new visually compelling ‘feel,’ the Route Guides also outline the train staffs’ responsibilities, types of accommodations, features, products and services, and point out the host railroads over whose tracks the trains operate.” ■

CUS Terminal Gang: Seven Years Injury-Free

Safety Coordinator/Machinist Nick Gallo (left) and Electrician McKinley Davis of the Chicago Union Station Maintenance Terminal Gang inspect a Genie Lift, which raises workers more than 45 feet to perform repairs and other tasks at Chicago Union Station. As of press time, Davis and Gallo and their team had remained injury-free since Dec. 26, 2001.



Photo: Sharon Slaton

AMTRAK® CELEBRATES

BLACK HISTORY MONTH



In 1926, Dr. Carter G. Woodson launched the first "Negro History Week" as an initiative to bring national attention to the contributions of African Americans throughout American history. The second week of February was selected to mark the birthdays of Frederick Douglass and Abraham Lincoln, two people whose actions dramatically affected the lives of African Americans. Fifty years later in 1976, the celebration was expanded to include the entire month of February.

More than 30 years since that first celebration, the nation is now celebrating the historic election of Barack Obama as the nation's first black president of the United States. As part of our commitment to diversity, we honor the rich legacy and salute the many contributions of all African Americans.

Promotions in Motion

Black History Month Observation Includes Pullman Porter Celebration

Working with the A. Philip Randolph Museum, Amtrak is hosting its second annual series of recognition events to honor the historical legacies of Pullman Porters



and their contributions to the nation's railroads.

On Feb. 10, a morning media event is scheduled at the Oakland, Calif., station, followed by a small reception for the porters and other invited guests. The event will conclude with an afternoon meet-and-greet with employees. Other recognition events are being considered in Philadelphia as part of National Train Day in May.

Winter/Spring Ad Campaigns Launch This Month

The Winter/Spring advertising campaigns to support *Acela Express* and national service are in full swing. Both serve to remind travelers that Amtrak is not only the greener way to travel but also the better way in comparison to other travel modes.

Acela Express®

The *Acela Express* campaign features entirely new creative elements with distinctive illustrations by Christopher Neal, in which *Acela*

benefits and amenities are intertwined to create a visual metaphor for the experience that travelers have come to expect. The illustrations bring to life the "You Have the Right" concept by featuring headlines such "You have the right to plug-in," "You have the right to arrive downtown," and "You have the right to reduce your carbon footprint."

Advertising markets include Boston, New York and Washington, D.C.

A new 30-second television commercial began airing during the first week of February, focusing on the benefits of traveling on *Acela Express*. Print ads will appear in the *Wall Street Journal*, *New York Times* and select business magazines and journals in the target market. Airport billboards along the Northeast Corridor, elevator and taxi-top ad placements, online advertising and an Amtrak Guests

Rewards® "Buy Three, Get One Free" promotion round out the campaign components.

In addition, African American and Hispanic business travelers are being targeted with a new testimonial campaign, featuring actual *Acela Express*

riders sharing their stories. These ads are featured in magazines like *Black Enterprise* and *Hispanic Business* and various online placements.

System-Wide

The system-wide campaign also features new creative elements with distinct illustrations from Michael



Schwab, which feature various train cars as destinations in themselves and showcase travelers enjoying the dining car, lounge car, coach and sleeping car. Select city pair pricing is promoted in the ads.

A new 30-second ad will begin airing

the first week of March in Washington, D.C., New York, Chicago, San Francisco and Seattle.

The campaign will also include TV ads on the Weather Channel in the top 21 markets, print ads in the major daily newspapers in select markets and ads in national and regional magazines, such as *Budget Travel*, *National Geographic Traveler*, *Midwest Living* and *Sunset*. This is augmented by advertising on CNN in various airports and billboard placements at the airports in Los Angeles, Chicago, Denver and Orlando, as well as billboard placements on major highways leading to these airports and online placements. Advertising targeting African American and Hispanic consumers will also be placed in specific markets.

New Friday-Sunday Service Launched to Atlantic City

Amtrak is now selling tickets on behalf of the Atlantic City Express Service (ACES) for an all-reserved rail service between New York, Newark, N.J., and Atlantic City that began Feb. 6. The service, for which sales began in mid-January, consists of trains similar to the new New Jersey Transit bi-level commuter cars but fitted with long-distance-style seating. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries January 2009

BACON, TYRON
BARNES, KATIE
BARRETT, LEWIS
BEAM, THOMAS
BONNECARRERE,
KEITH
BOWIE, ERIC
BROASTER,
DESPERINA
CALLOWAY, KEVIN
CARR, BERNARD
CARTER, BRETT
CHADWICK, DAVID
DERBYSHIRE, MARIE
ELLIOTT, DENNIS
FERRITTO,
ROMANINO
FULLER, WILLIAM
GABRIELIAN,
MKRTICH
GREELEY, KAREN
GREEN, RENE
HAMRICK, KELLY
HARDING, DARRELL
HARRELL, CHARLES
HART, LOVIE
HAYNES, HAROLD
HEINAN, PATRICK
HENDERSON,
MAGNOLIA
INGRAM, PHILLIP
KHACHADOURIAN,
JAMES
KOSYLO, WILLIAM
KRAUS, HELENE
KRUEGER, JACK

LARSON, IAN
LATIMER, ESTHER
LOWE, ROBERT
MACKINSON,
EDWARD
MADDOX, GERALD
MARKOVICH,
RICHARD
MARTINEZ, SHARON
MATTHEWS, DEBRA
MCCARTHY,
MICHAEL
MCCLINTON,
MARIENO
MCCOY, PORTIA
MEEHAN, RICHARD
NATHANIEL, KEVIN
NESCI, JOSEPH
NOLAN, WILLIAM
OLIVER, LAWRENCE
PANELLA,
NICHOLAS
PATTERSON, LINDA
PATTERSON, RAY
POLSON, ROBERT
PRICE, OLIVER
QUALLS, MARRINA
RICE, JACK
RILEY, JAMES
RILEY, MERLE
ROBERTS, LINDA
ROTKO, JOHN
SENEY, DANIEL
SHELINE, KEVIN
STEWART, JOHN
STREAT, MICHAEL
THOMAS, JEFFERY
THORNLEY, ROBERT
THORNTON, DIANE

TIDWELL, RUFUS
TODD, CLIFFORD
TURNER, ERIC
VALENTINE,
EDWINA
WHITE, SUSAN
WILLIAMS, JOHNNY

25-Year Anniversary January 2009

ASKEW, WILLIAM
BEFUS, JOHN
BRANSFIELD,
WALTER
CASH, CHARLES
GALLANT, ROBERT
GOOD, THOMAS
GROSS, WILLIAM
LAURINO, LEONARD
MCCASKILL,
JOHNNY
MERRITT, SAMUEL
NADDY, KEVIN
PHILLIPS, SANDRA
RIEDEL, LESTER
THOMAS, KIMBERLY
VENDETTI, LORI
ANN
WALTON, ROBIN
WALTON, TRACEY

30-Year Anniversary January 2009

BAKER, MICHAEL
BLACK, KEITH
BOBBATO-CLARK,
MARIE
BOUCHARD, PHILLIP

BRAINARD, ROBERT
BROWN, MARTIN
CLARK, GLENN
DOMINELLI, DANIEL
DONOFRIO, RICKIE
EATON, JAMES
FERRARI, ROBERT
GANNON, LEO
GERST, BERNARD
GRINER, STEVEN
HERKEL, THERESA
HERNANDEZ,
EDGAR
HURD, SCOTT
MARCUCCI,
STEPHEN
MEDINA, KENNETH
NELSON, JAMES
NORFLEET, JUNE
PERSICO, FRANK
PHELAN, BERNARD
SAPONARO,
MICHAEL
SMOOT, THOMAS
SPITELLE, MARK
TREMBLEY, JOHN
ZIMMER, CURTIS

35-Year Anniversary January 2009

BURKS, KATHY
FRAZIER, MICHAEL
GIBSON, MICHEAL
HERNANDEZ,
CARLOS
JACKSON, LULA
JOHNSON, DERRICK
JONES, LARRY

LIZZI, KAREN
MANUEL, MICHAEL
MILLS, LEONARD
MOBLEY, BENNIE
MONTELEONE,
JOSEPH
SAMPLE, WILLIAM
SULLIVAN,
LEONARD
WALSH, RAYMOND
WESLEY, FRANCENE
WYATT, RUFFIN A

Retirees December 2008

ABFALDER,
LAWRENCE
BACON, THOMAS
BEST, LARRY
ENGSTROM,
EUGENE
FORTUNE, LEROY
KLINE-START,
MICHAEL
KRAFT, DANIEL
MARTIN, JANICE
MCCOLLUM, JOHN
MERCER, RICHARD
MILLER, TEDDY
NICKENS, FREDRICK
ROSS, KENNETH
SIMOSON, DAVID
VONDERHEY,
THOMAS
WILLIAMS, WILLIE
WITCOFSKY, JOSEPH

This Month in Amtrak History

FEBRUARY

February 1, 1993

The Swedish-made X-2000 train makes its first revenue run. The X-2000 and the German ICE trains were the high-speed trains tested by Amtrak before the company ordered its first *Acela Express* trainsets.

February 6, 1998

The tri-weekly *Texas Eagle* gains a unique fourth frequency — one that runs to Los Angeles — thus also providing a fourth weekly frequency for the *Sunset Limited* route between San Antonio and L.A.

February 13, 2006

For the first time, the *Lake Shore Limited* departs Chicago with Superliner equipment, due to a shortage of single-level equipment, and operates only as far as Albany/Rensselaer because of clearance restrictions into New York City. Customers south of Albany/Rensselaer were served by a connecting *Empire Service* train.



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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 3 • March 2009

**Stimulus Funding
Advances Capital
Programs**

**A Day in the Life:
APD Patrol Officer**

**RPI 2009 To Target
Improvement
Opportunities**



AMTRAK® i n k

Vol. 14, Issue 3, March 2009

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PROMOTIONS IN MOTION

On the Cover

The Empire Builder, shown departing Chicago Union Station, is one of the services included in the 2009 RPI Initiative. Story on Page 10.

Correction

In the February issue of Amtrak Ink, we erroneously reported that the Lake Shore Limited departed Chicago with Superliner equipment for the first time on Feb. 13, 2006. The train operated with Superliner equipment on at least one occasion before that date in 1994. We regret the error.

FPO FSC Logo (Horizontal)

Quick Quotes • One-On-One



Troy Chadwick, ticket agent

“What are we going to do to get more police presence in the stations and across the board?”

**Ed Phillips, senior principal officer
Office of Strategic Security and Special Operations**

“First, particularly along the Northeast Corridor, we have already increased the number of K-9 patrols, uni-

formed police officers on platforms and trains, and increased Mobile Security Team presence. We hope to expand these activities to the West Coast and to the Chicago area in this fiscal year. Second, we’re partnering with law enforcement agencies across various corridors, who can respond in some cases faster than we can. Finally, at the smaller stations, command and control and maintenance facilities, we’re exploring the possibility of contract security personnel.”



Anthony Cave, ticket agent

“What are we doing to improve the self-service ticket machines? Sometimes tickets come out with no printing or only half of a passenger’s itinerary.”

Ed Trainor, chief information officer

“The Quik-Trak team continues to deploy advanced technologies to enhance customer service through ongoing capital projects. For instance, Amtrak.com customers can now scan a barcode from their confirmation documents for ticket issuance and, in the future, will be able to scan barcodes from a cell phone or PDA. As for the printers, we’ve made some improvements to reduce the failure rate to 0.23 percent of all print transactions.”



Amtrak Employee and Customer Communications

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train of thought

I've known Amtrak for many years — as state partner and client, and later as head of the Federal Railroad Administration and board member. In each of those roles, I viewed Amtrak through a different lens. Today, there's no lens; there's no longer any space between me and Amtrak. Just as you are Amtrak, so am I.

I care deeply about our future, and more than anything I want to see us succeed. We have a lot of talent and a tremendous amount of dedication and I want to see those qualities yield progress.

Despite the grim economy, we have a good deal to be optimistic about. With the passage of the Passenger Rail Investment and Improvement Act, we have clear direction from Congress on our objectives for the future. With \$1.3 billion in stimulus funding, we're going to put people to work on capital programs that advance many of our backlogged projects across the country over the next couple of years. And we're going to work with states that are eligible for \$8 billion for high-speed rail and other rail improvement grants.

In addition, the Obama administration is not only making investments in passenger rail but also making it a catalyst for evolutionary change in how this nation views its transportation network and energy efficiency.

Don't get me wrong — you're not going to see a radical, overnight change in Amtrak. But while the investments we're making are incremental, they are nevertheless very significant and enduring.

I believe in leading by example and not just talking about, but also making progress. Safety and security is

paramount, and I am directly involved in shifting to a more risk- and behavior-based approach to safety and security. You'll be hearing more about that from me in the coming months. I will soon start discussions with CSX and Virginia about the feasibility of electrifying the railroad to

Richmond. I've met with vendors to see how quickly we can acquire new Viewliners. And, on a more personal note, I'm pleased to report that I've shed some pounds in my quest to be a healthier Amtrak employee.

Being a safer, greener, healthier and better connected Amtrak is not a slogan — it's a guiding principle — and it starts with each of us. Our culture is not always open to new or ambitious ideas. I understand where that comes from, but it keeps us from making meaningful advances. What I'm asking you to do is to open your heart and take ownership of the Amtrak we know we can be. Together, we need to move beyond our mere subsistence, grab hold of the opportunities that we're fortunate to have before us and make things happen. Otherwise, we'll lose them and keep running in place. I'm not here to simply run in place and you shouldn't be either. Thank you for your work, and thank you for your support. ■



Joseph H. Boardman



Discover the Rail Way at the Second Annual National Train Day!

That's right, it's back! Thanks to you, last year's National Train Day was a huge success. So, this year's celebration will be bigger and better. Key events are scheduled for Saturday, May 9, at stations in Philadelphia, Chicago, Washington, D.C., and Los Angeles.

Festivities this year will include live musical performances, exhibits, train equipment displays, kids' entertainment, VIP appearances, giveaways and much more. Stay tuned for the next issue of *Amtrak Ink* for key event and entertainment announcements. Get ready because, on May 9, you can Discover the Rail Way at National Train Day!

Stimulus Funding Advances Capital Programs



The Niantic River Bridge is one of several capital programs likely to benefit from stimulus funding.

Amtrak will begin or accelerate capital programs across the system and make major investments in rail security thanks to the \$1.3 billion it will receive as part of the American Recovery and Reinvestment Act signed by President Obama on Feb. 17. The law is designed to create or preserve jobs and breathe new life into the deteriorating economy.

The funding — which supplements the company’s annual appropriation from Congress — will be awarded this month through grants from the Federal Railroad Administration, with \$850 million for capital programs and \$450 million for security initiatives.

“I am very happy that Congress has given us the chance to address some of our most pressing capital needs. The ARRA affords us an exciting opportunity to make long-term investments in passenger rail by taking on many of our backlogged projects while promoting near-term economic activity,” said President and CEO Joe Boardman. “We will put the money to good use.”

As of press time, final details on the capital programs were unavailable, as they were under review by the FRA.

The proposed programs are designed to repair and rehabilitate Amtrak’s system, infrastructure and rolling stock as well as accelerate progress on Americans with Disabilities Act compliance and station accessibility efforts. Improvements to maintenance facilities, rail yards, customer service, technology and safety are also included.

Fourteen of the proposed programs to be funded are in the Northeast Corridor, while 23 support system-wide initiatives that benefit, or are located in, other regions of the country. At press time, a separate plan was being finalized for the \$450 million in security investments.

The capital programs must be completed within two years of enactment. This infusion of funding under the ARRA should not be confused with the annual appropriation Amtrak receives from the federal government and may not be used to augment the company’s regular operating or capital budgets.

The legislation also makes available \$8 billion to states for high-speed rail development or other intercity passenger rail investments, in addition to other grants available for surface transportation projects, including rail. ■

FY '10 Grant and Legislative Request Outlines Plans for the Future

Amtrak recently submitted its annual Grant and Legislative Request to Congress, asking for \$1.84 billion to cover \$580 million in operating costs, \$975 million in capital expenditures and \$264 million in debt service in FY '10.

The company's future plans — and this funding request — are driven by the Rail Safety Improvement Act and the Passenger Rail Investment and Improvement Act, signed into law by President George Bush back in October. Among other requirements, the PRIIA tasks Amtrak with providing high-quality intercity rail service and authorizes a federal matching grant program for state investments and high-speed rail corridor development.

"The PRIIA provides the legal and policy framework for America's intercity passenger rail," wrote Joe Boardman, president and chief executive officer in a letter to Speaker of the House Nancy Pelosi and Vice President Joe Biden. "Our request is based on the law's requirements, and our operating and state-of-good-repair goals.

"I believe that a safer, greener and healthier system will be even more appealing to our state partners, and that interconnectivity will make us even more attractive to passengers."

With a request for \$975 million in capital funds, Amtrak plans to make investments in three key areas: Amtrak-owned infrastructure, statutory compliance and accessibility, and rolling stock.

Infrastructure improvements involve state-of-good-repair activities and other investments to increase capacity and reduce trip times on the Northeast Corridor and supporting corridors such as the New Haven-Springfield Line, the

Keystone and Empire corridors, and the 95-mile Amtrak-owned Michigan line.

The request also highlights certain information systems that will undergo overhaul in FY '10. Among other projects, a multiyear effort to create a next-generation Arrow system will be launched and a new version of Amtrak.com unveiled. In addition, significant investment will be made in FY '10 to replace outdated and incompatible management systems that govern financial, operating and human resource functions, as part of the company's five-year Strategic Asset

Improvement Act passed last fall mandates the installation of PTC, which assures rail safety by enforcing maximum authorized speeds, speed restrictions and certain stop signals. Amtrak has installed PTC systems on parts of the NEC and its Michigan Line as well as aboard its fleet of electric locomotives and *Acela Express* train-sets.

"While Amtrak strongly supports the installation of PTC systems, such installation will require significant investment in both equipment and wayside installations," Boardman said.

Near-Term Equipment Needs

Equipment Type	Service	Quantity	Estimated Unit Cost	Estimated Total Cost
Electric Locomotives	NEC	60	\$8 to \$9 million	\$540 million
Single Level Dining Cars	Long-Distance	25	About \$3.5 million	\$87.5 million
Baggage Cars	Long-Distance	75	About \$2 million	\$150 million
Single Level Sleepers	Long-Distance	25	About \$3.5 million	\$87.5 million
Bi-Level Corridor Equipment	SD Corridors	130	About \$4.2 million	\$550 million

Management program.

While Amtrak aims to fully comply with Americans with Disability Act requirements, it cannot cover the costs — which could range from \$1.38 to \$1.56 billion — within its current budget. That's been the case since 2005, when the company began asking for extra funding for this purpose. Accordingly, Amtrak seeks an additional \$144 million outside of the appropriation to address the ADA-related backlog.

Another statutory compliance component of the plan for FY '10 relates to Positive Train Control. The Rail Safety

The cost of completing PTC installation on the NEC alone would cost more than \$100 million, a cost included in the FY '10 request. Boardman added that an additional \$30 million that is not part of the request would be required to install the equipment on locomotives that operate over host railroad territory.

Another area calling for investment is the company's rolling stock, where the average age of a car is 25 years. While improved maintenance processes have cut shop time from 4.2 days to 2.1 days, and will return another 12 Amfleet cars to revenue service in



Equipment Maintenance To Benefit from Real-Time Train Monitoring

The Mechanical department is currently evaluating the performance of a new system that monitors systems faults and provides advance notification to appropriate maintenance experts to minimize passenger delays.

Active since January, the Maintenance Events Analysis Program, or MEAP, provides real-time information on the location and health of the *Acela Express* trainsets and HHP-8 electric locomotive fleet. MEAP consists of on-board computers and modems, which have been installed on all 20 *Acela* trainsets and 14 HHP-8 locomotives. If the system performance is deemed acceptable, MEAP will likely be expanded to additional locomotives equipped with on-board diagnostics.

How does it work?

“The MEAP system receives inputs from existing locomotive diagnostic systems and forwards this information to Amtrak via an on-board cellular phone,” said Chief Mechanical Officer Vince Nesci. “In addition, each locomotive or trainset is tracked using Global Positioning Satellite technology.”

Previous on-board communications systems on the locomotives fell into disrepair and were eventually eliminated. The MEAP system includes both a wireless modem and GPS packaged in one system.

Having identified specific defect codes for the HHP-8s and *Acela Express* trains, the Mechanical team has grouped these defects into two categories: Type 1, indicating immediate action required, and Type 2, non-critical

defects that can be planned into the scheduled maintenance.

With MEAP, Nesci added, each locomotive reports its health status once per hour. Defects are communicated every seven minutes, generating an e-mail to CNOC Mechanical in the event of a Type 1 defect. Mechanical then alerts the next station where the train is scheduled to arrive and, if the unit cannot be repaired, it may be switched out for a healthy unit. The system also maintains a file of all defects incurred by each unit, which is available for review and data processing to help focus further maintenance activities.

“Even though it’s still under development, the MEAP system also provides troubleshooting procedures via the Maintenance portal,” Nesci said. “This allows those experts to be better prepared and have the right parts on hand when the train arrives at the station.”

Type 2 defects are non-technical defect codes that are also transmitted daily, recorded for review and planned into the maintenance schedule. Nesci added that this concept will be further enhanced with the development of logic trees that utilize histories to help focus repair activities. “The logic trees are simply a step-by-step process that will walk the technical experts through the system to identify the root cause of the failure,” he said.

Currently, Nesci and team are evaluating the system’s performance and are looking for opportunities to improve the usefulness of the information. ■

ACN Speeds Customer Communications and Improves Efficiency

Amtrak's new Automated Customer Notification system sends automated voice and e-mail alerts to passengers advising them of schedule changes, service disruptions and other important information. In the short time since it has been operational, it has proven successful in improving both customer service and call center efficiency.

"The previous callback process was slow and labor intensive. We used a printed manifest from which to conduct callbacks, placing one call at a time, and could only reach seven to nine customers per hour," said Call Center Project Leader Jamie Sorensen. "It could take a team several hours to contact a train with 300 passengers."

Shortly after going live last fall, call center staff used ACN to send about 4,000 customer notifications. By early 2009, due to several weather-related service disruptions as well as the huge number of passengers arriving at or departing Washington Union Station for inaugural activities, about 39,000 additional ACN messages were sent to customers. Sorensen added that the Inauguration Day-related messages alerted passengers to enhanced security arrangements at the station and other important tips regarding inauguration activities.

At press time, call center staff had employed ACN to disseminate around 43,000 messages, including more than 10,000 for Inauguration Day alone. Sorensen said that the volume of ACN messages will fluctuate based on on-time performance and overall service delivery, but the ACN system will continue to transmit information about schedule and other train changes.

The messages are created using an in-house program that gathers customer data from reservations in Arrow. The data is then formatted and sent to the ACN vendor, Omaha-based West Corp., which then immediately transmits the messages to the targeted customers.

"Calls that would normally take days to complete now require less than 30 minutes, and part of that time is simply setting the system up," according to Michele Wethers, Customer Support Desk supervisor. "I also love the fact that each passenger receives the same message; with floor agents, the message can vary even when scripted."

Sorensen also noted that, in the past, all contact records were paper-based, making it difficult to reference or assess performance. The new system creates electronic records, which can then be used for callback performance evaluation, and also updates the passenger's reservation with information on the date, time and nature of the contact. In this way, agents can be sure to have all the latest information when assisting a customer.

ACN's success was a direct result of excellent interdepartmental coordination. Principal Marketing Officer Allen Sebrell of the

eCommerce team began the process by exploring different ways to automate the call centers' outbound notification process, documenting initial requirements, and investigating vendor capabilities. After detailed system and implementation requirements were established by call center management and the Information Technology department, a request for proposals was issued, and West Corp. was selected as the outbound notification partner.

The next steps in ACN include upgrading the technology platform and integrating customer information from various sources, including Amtrak.com, Amtrak Guest Rewards® and other customer databases.

"Ultimately, we envision a platform that will be based on a customer's preferred method of contact — e-mail, text message or phone — and deliver a variety of trip and train notifications, including proactively created messages like the one for Inauguration Day," said Senior Director, Reservations Sales Mark Rose. ■

“Call Center staff has used ACN to disseminate around 43,000 messages, including more than 10,000 for Inauguration Day alone.”



President's Service
& Safety Awards



2009 PSSA Nomination Forms Now Available Online

Nomination forms for the 2009 President's Service and Safety Awards (PSSA) program are currently posted on the Intranet and can be found at "Employees" → "Awards and Achievements" → "2009 PSSA Nomination Forms."

The nomination period runs until Tuesday, March 31.



A Day in the Life: APD Patrol Officer Deneen Fears-Hill

Working without much daily fanfare, Amtrak's own Thin Blue Line of dedicated officers and civilian employees come to work each day with a mandate to ensure the safety and security of passengers, employees and physical structures. Patrol Officer Deneen Fears-Hill, working her beat at Chicago Union Station, is just one among Amtrak's nationwide police force who "protects and serves" along the nation's passenger railroad.

For nearly two years, Fears-Hill's days have started before sunrise. Reporting for the first-shift duty at 5:45 a.m., she begins the day with roll call and a briefing from her duty sergeant, Bill Miarecki, on items such as the previous day's activities, arrests and complaints.

"My relationship with Sgt. Miarecki is good," said Fears-Hill. "He expects the work to be done."

And, then it's off to attend to a host of responsibilities.

"My daily duties include boarding and screening trains, patrolling in and around the station, taking reports from across the country, making arrests when warranted, providing parking enforcement as needed and responding to calls for service," said Fears-Hill. "We also interface with other agencies to share information both ways."

She added that weekday mornings require a bit more attention than at other times during the day or on weekends.

"Because we have more commuter trains and most Amtrak trains arriving and departing at this time, weekday mornings are always the most exciting to me," Fears-Hill said. "The place is always bustling with patrons and passengers."

As part of her daily duties, Fears-Hill interacts with Metra Police officers and the Chicago Police, using a system known as LEADS.

"LEADS is the Law Enforcement Agencies Data System, which is a statewide computerized telecommunications system maintained by the Illinois State Police," Fears-Hill said. "We use it to provide the Illinois criminal justice community with access to computerized justice-

related information at both the state and local level."

Although most days are filled with routine patrols and maintaining a presence to deter petty criminal acts, occasionally the day entails more than rousting panhandlers.

"One day, I took an unattended bag to Passenger Services and instructed the agent to contact me when someone came to claim it," said Fears-Hill. "When the person came to claim the bag, they attempted to flee on two occasions when advised that the police were in possession of the bag."

This "appearance of avoidance" prompted Fears-Hill to run the person's name through LEADS, uncovering that the person was a wanted, but non-extraditable, sex offender from another jurisdiction.

"I later found out that he was traveling to that particular jurisdiction, so I contacted local authorities in that area and the person was subsequently arrested. Unattended bags always require our prompt response," she said. "If the bag is simply unattended, we confiscate it and attempt to locate its owner via the paging system. People often don't realize that they are in a major transportation center, and they simply walk away from their bags."

In addition to being a certified LEADS user, Fears-Hill was certified in basic police and firearms training at the Chicago Police Academy. She also has a degree in business administration from Chicago State University.

"I've had quite a bit of police training, but enforcement of the criminal laws of our state and LEADS are my primary focus," she added. "My specific area of expertise is patrol. Being visible and available is very important in our duties as patrol officers. That visibility helps instill a certain level of security in passengers as well as acts as a deterrent."

Although only on the job since May 16, 2007, the married mother of two envisions a long, successful career with APD. "I would love to be promoted through the ranks," Fears-Hill said. "I've always welcomed additional responsibilities. But, being new to Amtrak, I'll have to be patient." ■

Track Work Season Begins on New York Division

The Production Engineering team will begin replacing more than 50,000 concrete ties along the Northeast Corridor in New Jersey starting in early April.

This initiative is part of an ongoing effort to replace ties laid in the 1990s that have prematurely deteriorated. Replacing the defective concrete ties will improve on-time performance by reducing slow orders.

“Reducing slow orders is our number one priority,” said Jim Harris, director, Production Field Operations. “We can’t start on our other capital projects unless we first control slow orders.”

The Track Laying System will work in three areas: Track 2 between Hunter Interlocking, west of Newark, N.J., and Union Interlocking, at Rahway, N.J.; Track 2 between Union and Iselin Interlocking, at Metropark, N.J., and Track 2 between Iselin and County Interlocking.

“Amtrak and New Jersey Transit are working on revisions to our schedules, similar to the changes we made last year when the Track Laying Machine was between Monmouth Junction and Trenton,” said Jon Tainow, chief, System Operations. “There will be changes to Amtrak and NJT schedules, although most should be minor.”

Later this summer, the track-laying season in Connecticut will commence with work on Track 2 between Mill River, east of New Haven., and Saybrook Interlocking at Old Saybrook, Conn. Recently up for competitive bid, the contract for this work is being finalized, according to Harris. Currently, the TLM North team is preparing for this project by ensuring that all of the required 70,000 concrete ties are available by the July 6 start date.

Tainow added that the TLM work in Connecticut will cause more significant

schedule changes than in New Jersey because that section of the NEC only has two tracks and there are as many as 15 miles between interlockings.

“Both Amtrak and Shore Line East will probably have to cancel some service, and we’ll work closely with MBTA in the Boston-Providence area so that adjusted Amtrak services still mesh with the expanding MBTA services in the area,” Tainow said. “We’re approaching this TLM project with the premise that there will be two schedule changes, on July 6 when the work begins between Mill River and Guilford and then on Aug. 26 for the period when the TLM is between Guilford and Saybrook.”

Transportation is expected to issue a number of service updates, added Tainow. On April 20, the Northeast Corridor schedule will be updated, followed by additional weekend schedule updates in early summer to accommodate the track work in New Jersey. Because of the changes, service schedules for *Acela Express*, *Northeast Regional*, *Empire Service*, *Keystone Service*, *Pennsylvanian* and *Vermont* are not published in the Spring-Summer Timetable but will be available via virtual timetable cards on Amtrak.com.

The Track Laying System involves a number of steps. The first step involves cleaning and removing excess shoulder ballast, the ballast placed between and under the ties to give stability, and provide drainage and distribute loads. A vacuum train then cleans the cribs, or spaces between the ties in the areas not accessible to the shoulder cleaner, such as bridges and platforms. A destroyed tie removal gang then comes through, removing those ties that



Photo: Howard Conway

The Track Laying System, shown here last year along the NEC, installs ties and welded rail near Wilmington, Del. This year, TLS is slated for New Jersey in April and Connecticut during the summer.

cannot negotiate the TLM conveyor belt. Then, using the TLM, old ties are removed via a pick-up wheel and the “OT,” or old tie belt, and conveyor-fed to a car designed to accumulate the old ties for pick up by a gantry crane. New ties also staged on the accumulator car are then transferred to the “NT,” or new tie belt, and conveyed to a tie gate where they are placed into the track bed.

The rail is then heated to the Amtrak standard of 110 degrees and de-stressed to prevent track buckling. It is then clipped, or secured, to the new concrete ties to hold the de-stressed rail length. New ballast is distributed, the track is surfaced and stabilized, and the area cleared of deteriorated concrete pieces and other debris.

In other rail tie news, Metro-North will also be replacing concrete ties on its Hudson Line between Beacon and Poughkeepsie, N.Y., requiring adjustments to nearly all *Empire Service* trains between New York City and Albany between April 6 and July 3.

Also, a wood-tie gang is returning this spring to complete its work along the Springfield Line between Berlin and Mill River Interlocking that began last fall. While some cancellations this spring and summer are possible, the work already accomplished last year will result in reduced trip times on the Springfield-Hartford segment in April by about 10 minutes. ■

RPI 2009 To Target Improvement Opportunities

The 2009 RPI initiative is in full swing as a cross-section of departments and individuals are engaged in delivering route-level improvements to a number of corridor and long-distance services. In Chicago, Seattle and Los Angeles, representatives from Marketing and Product Management, Strategic Partnerships, Labor Relations, Transportation, Mechanical and Engineering are evaluating route performance and targeting opportunities for improvement.

Each of the RPI plans address traditional improvements like on-time performance and ridership and revenue as well as recycling initiatives to make Amtrak a safer, greener and healthier railroad.

Lincoln Service

Revenue is up from last fiscal year for *Lincoln Service*, yet ridership, Customer Service Index scores and OTP represent challenges and opportunities. As a result, Ted Davies, director, Product Management-Central and his team of 22 representatives from seven departments and three crafts identified 44 action items required to improve the route's performance.

"Who knows the product better than us?" said Lead Service Attendant and team member Matt Konieczny. "Our input was vital to the process." "The action items were evaluated and each department —

Mechanical, Transportation, Marketing — has taken responsibility for each one accordingly," Davies said. "Other action items were determined to require a collaborative effort between multiple departments, and designated as 'multi departmental initiatives.'"

To date, Davies and his team have identified regional beers and wines to replace unpopular selections and are in the process of upgrading the food menu to stimulate revenue. A training program developed in conjunction with OBS management is also being designed to increase per-passenger-remittance by 10 percent and increase patronage of the café car from its current 47 percent to 52 percent. Improved processes are being finalized in Chicago to increase restroom and overall train cleanliness. As a result of its collaboration with the team, Mechanical now tracks public address systems, seats in need of cleaning and inoperable electrical outlets by train and car to speed up repairs.

Empire Builder

While the *Empire Builder* boasts one of the highest CSI averages through December 2008 among the current RPI services, its October through January 2009 ridership numbers were down nearly 2 percent from last year.

In a multidepartmental effort to identify ways and means of growing this already successful service, Martin Yurth, director, Product Management, Seattle and an initial group of 50 managers, craft employees and representatives from e-Commerce, Marketing, Pricing and Revenue Management, Food and Beverage, Crew Management and Mechanical have collaborated to identify more than 150 potential areas for improvement.

Adding more sleeper and food service cars is a top priority for the *Empire Builder* team, according to Yurth. "More cars will be needed in the long run to significantly increase ridership and revenue," he said. "In the interim, we're focusing on improving the condition of the equipment we have and the quality of service we deliver."

Accordingly, the team is working closely with Mechanical to adjust the maintenance and cleaning pro-



The Lincoln Service RPI Team, made up of 22 representatives from seven departments and three crafts, is working on more than 40 action items to improve route performance.



Among the 150 potential areas identified for improvement, the Empire Builder RPI team is focused on recycling, among other service improvements.

grams in Chicago and Seattle with the goal of delivering a cleaner, defect-free product.

Another top priority is “greening” the service. “We are working with Environmental Health and Safety to survey the municipalities where waste is discarded to determine local recycling practices and available services,” Yurth said. “By reducing the amount of paper and plastic and disposing of waste in places and methods that support recycling, we aim to reduce the carbon footprint of the *Empire Builder*.”

Meg Collins, manager, Service Quality, and former *Empire Builder* crew member for many years, added, “We aim to deliver a high-quality product and service that exceeds the historically high ridership and revenue this train has enjoyed for decades.”

Other improvement initiatives include an integrated marketing initiative to develop new end-destinations and improved delivery and updating of information on inter-modal connections.

“I’m very excited about this effort to improve the entire *Empire Builder* experience for passengers, employees and the company,” said Debbie Summers, baggage lead at Seattle’s King Street Station and RPI team member. “I’m very hopeful that our suggestions for improvements will be fulfilled. I advise my team to exceed the customers’ expectations and experience every day, and I’m glad to have a voice in this initiative.”

Sunset Limited

The *Sunset Limited* is one of a number of routes that is buoying overall long-distance ridership and revenue totals.

Ridership and revenue are both around 20 percent higher than the prior fiscal year.

Product Management Director Jack Rich and a team of 65, which includes department heads, on-site managers, key employees and union officials from Washington, D.C., New Orleans and Los Angeles, established an initial punch list of more than 200 potential areas for change and improvement. And, while Rich said his team will likely focus on typical improvement areas like on-time performance or higher CSI scores, he envisions that the process “will put everything on the plate, with no prejudice.”

Among the items for consideration are ensuring that the proper amount of equipment and staffing is maintained; implementing aggressive “green and clean” initiatives; establishing marketing initiatives to target city pairs; and launching station enhancements to increase patron awareness and use.

“We need to re-engineer every aspect of this train. That means redirecting everything — from food to scheduling to marketing — so that it’s more customer-oriented,” said Rich. “We’re conducting a total examination of the existing model to better match customer expectations, maximize revenue opportunities and get the most out of this service.”

Rich added that, “The recent significant improvement in on-time performance for the *Sunset Limited* has provided an opportunity to create momentum, as performance indicators move in a positive direction on this route. We have an opportunity to be the Petri dish for unique innovations.” ■

“We’re conducting a total examination of the existing model to better match customer expectations, maximize revenue opportunities and get the most out of this service.”

ADA Report to Congress Highlights Plans for Stations

Responding to a requirement of the Passenger Rail Investment and

Improvement Act, Amtrak recently submitted a plan to Congress for making its stations readily accessible to persons with disabilities and fully compliant with the Americans with Disabilities Act of 1990.

“The objective of improving station accessibility as embodied in our plan not only meets an important statutory requirement and social policy goal, but also supports our goal of providing a safer, greener, healthier and more connected mode of travel,” said Joe Boardman, president and CEO.

“The report describes our Accessible Stations Development Plan and defines the requirements for funding, timing and cooperation that are necessary in order to achieve full accessibility,” added John Bennett, assistant vice president, Strategic Partnerships and Business Development. “It is estimated that it will cost \$1.56 billion from all funding sources to make all of the necessary improvements and upgrades.”

Of the 481 Amtrak-served stations required to meet ADA accessibility standards, the company owns 63 of the station structures, 47



of the platforms and 33 of the parking facilities. Regardless of ownership, because of Amtrak’s operations at these stations, it is estimated that the company may be responsible — either solely or jointly with others — for ADA accessibility of up to 55 percent of the station structures, up to 85 percent of the platforms, and up to half of the parking facilities.

At this time, 74 percent of Amtrak-served stations, serving 94 percent of the total number of passengers provide either full or barrier-free access to passengers with mobility impairments — generally, those passengers in wheelchairs.

Because of the enormity of the task, both in terms of time and costs, the complex station ownership issues and the resulting need to resolve responsibility for ADA compliance,

Amtrak has determined that a full-fledged effort to achieve full compliance would take until Sept. 30, 2015, and has requested an extension to do so.

“The plan we have developed lays out a feasible compliance program from FY ’09 through FY ’15, but requires appropriate funding and stakeholder cooperation and agreement,” said Vice President, Strategic Partnerships and Business Development, Anne Witt.

A key element of the plan is the Mobility First Program.

“Because mobility impairment is one of the more significant limiting factors as far as the use of Amtrak service, an immediate action plan is underway to accelerate the company’s current program to eliminate physical barriers that are obstacles to those passengers who require the use of a wheelchair or other mobility devices,” Bennett said.

Currently, 352 of the 481 stations required to be ADA compliant provide barrier-free pathways for mobility-impaired passengers. During the first year of the program, and with a target date of July 26, 2010, Amtrak will implement

continued on page 13

ADA Report

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improvements to approximately 100 stations. Funds received from the stimulus bill will accelerate this effort; however, timing is dependent upon receipt of funding, according to Bennett.

“The Mobility First Program will cost around \$10 million and will include the procurement of portable wheelchair lifts, wheelchair lift enclosures and their installation on or near platforms,” Bennett added. “Alternatively, selected stations will use mini-high platforms instead of portable wheelchair lifts.” The Accessible Stations Development Plan envisions a new organization within Amtrak to manage the plan’s implementation.

“This organization would lead the process of collaborative planning, conceptual design,

“The objective of improving station accessibility meets an important statutory requirement and social policy goal to provide a safer, greener, healthier and more connected mode of travel.”

detailed design, construction and ongoing maintenance to deliver the physical station improvements needed to remove barriers to passengers with disabilities,” Bennett said.

Witt added that the new organization would also support the training of staff for the added assistance required to provide service to disabled persons with disabilities to and from stations. ■

PRIIA Supports Amtrak Quest for Improved OTP

Chief Operating Officer William L. Crosbie appeared before the Surface Transportation Board — an agency within the U.S. Department of Transportation — last month to offer testimony on the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) and STB’s new role in regulating on-time performance and other service standards.

Running trains on time has always been critical to Amtrak’s overall success and history shows that on-time performance is a major factor in customer satisfaction scores.

This can be a challenge, given 71 percent of the company’s train-miles are owned and operated by host railroads, forcing

Amtrak to rely on the dispatching practices and infrastructure maintenance of the host railroads to keep passenger trains on schedule.

PRIIA specifically requires Amtrak and the FRA to jointly establish performance metrics and standards for measuring the on-time performance and minutes of delay incurred by intercity passenger trains. The law enables the STB to initiate an investigation if the on-time performance of any intercity passenger train falls below 80 percent for two consecutive quarters or fails to meet the other performance standards. The law also requires the STB to investigate if a complaint is filed by Amtrak or certain other parties. The STB is to determine responsibility for the failure to meet 80 percent OTP or other standards, and may, in certain cases, award damages and other relief to Amtrak.

“We pledge to you today that we will continue to work with our host partners to meet or exceed the [OTP] standards set in the bill,” said Crosbie in his testimony. “But, if we do not hit those levels, we anticipate that we will file a complaint to begin the process of the [STB’s] investigation of on-time performance. We can and we must hit those numbers and provide our passengers the kind of reliability and on-time performance that they expect.”

Crosbie’s testimony is posted on Amtrak.com and on the Amtrak Intranet site. ■



Safe Behaviors Inventory Seen as Emerging Best Practice

Southwest Division Adopts Successful Approach to Safety

Responding to the high volume of injuries among its on-board service staff in FY '08, the Southwest Division recently convened an eight-person committee tasked with analyzing injury information and compiling a list of specific behaviors that may have prevented those injuries. Although the Safe Behaviors Inventory (SBI) program has been in existence since its inception at Chicago Union Station in 2004, this is the first time an SBI program has specifically been developed for On-Board Service personnel.

The subsequent training programs derived from the analysis are being rolled out to the division's OBS employees this month following Block Training.

"We are 100 percent committed to these types of behavioral programs," said Richard Phelps, vice president, Transportation. "We're moving toward the programs that produce the positive behaviors and decrease injuries."

"The Safe Behaviors Inventory is a collection of behaviors that influence whether or not someone will get injured," added Regional Safety Officer Peter Hall.

Hall added that, with an average of 15 OBS injuries per year over the last three, the committee is dedicated to making 2009 much safer. After evaluating more than 300 injuries that occurred among OBS staff over a 10-year period, the com-

mittee identified a pattern of at-risk behaviors in four categories: body position, body use/ergonomics, tools and equipment, and procedures.

"We then looked at every injury," said Passenger Services Superintendent Lynn Berberian, "to develop a number of safe behaviors that can minimize or eliminate the risk of putting fingers in a pinch point, for example, or tweaking a back due to improper lifting techniques."

"When utilized properly, our employees can be our best consultants, and this program is a testament to that," said Southwest Division General Superintendent Joe Yannuzzi.

These employee "consultants" appear eager to see the SBI program yield fruit.

"With the cooperation of our management, we will be able to prevent safety hazards," said Herminio Vargas, a train attendant on the *Coast Starlight*. "With this program, we will create a safer workplace for all OBS employees."

Where it has been implemented in the past, the SBI program has yielded positive results. At Chicago Union Station, injuries decreased



Photo: Peter Hall

SBI Team members (L.-R.) Train Attendant Maria Valencia, Lead Service Attendant Darren Muir, Technical Instructor Donald Ephraim, Train Attendant Joann Lindsey, Train Attendant Len Faydo, Train Attendant Herminio Vargas, Technical Instructor Bruce Anderson and OBS Manager Gifton Graham cull through past injury data to determine which behaviors prevent future occurrences. Not pictured: Chef Paulina Enrico and Train Attendant Tonicia Pinckney.

from a high of 21 in FY '04 to one in FY '07. In the Pacific Division's Northwest District Station group, the number of injuries has dropped to zero from six in FY '06, with no FRA-reportable injuries in more than a year.

"I was really motivated when Peter showed us the numbers on how injuries were significantly reduced after the program was implemented in Chicago and the Pacific Northwest," said Gifton Graham, OBS manager, *Pacific Surfliner*. "I'm confident that we will have an even greater result here in the Southwest Division, which will be a win-win for the company and employees." ■

New Web-Based System Enhances Emergency Response Capabilities

Slated for release in the summer, the Rail Incident Management System will enable a cross-section of users — from CNOC to Amtrak Police — to manage the entire lifecycle of a rail incident, from preparation and planning, to education and training, to rapid response and recovery.

This real-time clearinghouse for information is expected to quicken response time, improve decision making, pre-define scenario planning and actions, and provide access to real-time information.

The system will be particularly helpful to “Go-Teams,” the group of company first responders to rail incidents, according to one of its trainers.

“The Go-Teams will be able to get on line wherever they are, whether they’re trainside, in their field crisis center or even in their hotel rooms, to provide and receive real-time incident information,” said Don Cushine, senior director, Systems Operations Support and Go-Team co-trainer. “We won’t have to wait for e-mail messages, spreadsheets or someone to shout over a conference line for the latest information.”

The Rail Incident Management System consists of five modules. Process Manager helps define contingencies and develops incident-specific plans. In the Learning Suite, employees are trained and tested. Crisis Alert notifies the appropriate staff by telephone, text message, e-mail or

fax. Crisis Portal is a centralized, Web-based control center to manage the flow of information during an incident. Crisis Publisher updates Intranet and Internet pages.

“Right now, we have a decentralized assortment of response plans born from the experience and knowledge of our employees,” said Chris Jagodzinski, senior director, System Operations. “Rail Incident Management System puts all the information together in a single, accessible place to better enable us to analyze and plan for an incident, educate our people, respond to the incident, stabilize the situation and evaluate our performance.”

The Rail Incident Management System was developed by IntraPoint, a Norwegian company that first came into prominence after two trains collided head-on near Oslo in January 2000, killing 19 people. NSB, the passenger railway, came under considerable fire for lacking communications procedures, insufficient access to emergency resources and no planned responses. Because of its successful implementation there, Jagodzinski said, several additional European rail agencies now employ it as well.

Jagodzinski added that while the Rail Incident Management System is now up and running for testing, it is currently being tailored to fit Amtrak’s needs. By mid-summer, it will be available with limited functionality. ■

Grant and Legislative Request

continued from page 5

FY ’10, they cannot serve as a substitute for new equipment.

Amtrak’s plan for modernizing its fleet in the near term involves new electric engines for the Northeast Corridor, dining and baggage cars, and single-level sleeping cars for long-distance service. Accordingly, in April, Amtrak will establish a “Next Generation Corridor Equipment Pool Committee” with states and others to determine types and quan-

ties, and designs and specifications for corridor equipment and will initiate procurement of standardized equipment in FY ’10, in accordance with PRIIA.

Boardman added that there is also a need to invest in the infrastructure of the host railroads used for more than 70 percent of Amtrak train-miles, and expressed support for the introduction of a federal matching program for states to expand passenger rail service, as outlined in PRIIA. “In some cases, new

passenger rail service may require expansion of a line’s capacity to handle the additional trains,” he said. “In other cases, it may be desirable to invest in a host railroad line to reduce Amtrak travel times.”

Boardman added, however, that any public investments in a private railroad’s infrastructure must include a commensurate public benefit, such as a specified number of passenger train slots and train performance improvements. ■

EIM Phase 3 Furthers Enhanced Access to SAP Information

The Employee Information Management (EIM) program, an initiative to improve employees' access to information from the SAP system via a user-friendly Web browser, is now in its third phase, which includes streamlining current HR processes.

Once fully implemented — the “go-live” date is scheduled for the second quarter of FY '10 — Human Resources will employ a faster hiring process while employees will have greater access to information about job and training opportunities.

“The program’s mission is to provide Human Resources, employees and their supervisors with more efficient processes, more accurate and timely HR-related data, and more integrated tools to enhance employee information management,” said Enterprise Resource Planning Director Ron Saunders.

EIM Phase 3 involves three new SAP modules: e-recruitment, qualifications and e-learning. It will also involve reengineering HR business processes to reduce redundancies.

For use by HR personnel, the new e-recruitment functionality will accelerate and streamline the hiring process and make it easier to develop selection criteria, analyze and create job requisitions, post jobs, screen and track applicants, prepare job offers and prepare for hiring.

The qualifications module will standardize and store job descriptions, qualifications, licensing and certification requirements in a single location.

“This module will be especially helpful for managers by enabling them to see what qualifications and certifications an employee has,” Saunders said. “Employees will be able to easily compare their current qualifications with a job’s requirements and identify areas where they may need additional training.”

The e-learning module will enable employees to access Web-based training classes, register for instructor-led classes, track training requests and required training and certifications applicable to their current position.

“Right now, different departments maintain their own training catalogues,” Saunders said. “The e-learning module centralizes the training catalogue and allows a welder sitting in Engineering, for example, to register for and participate in a training session conducted by Mechanical. Currently, he or she would likely be unaware that session was available. e-learning makes it more convenient by offering more choices.”

The EIM Phase 3 scope also includes a plan to review and revise how leaves of absence are managed and examine organizational structure.

EIM Phase 2 concluded in early February with the deployment of the self-service leave functions for all non-agreement and ARASA-OBS employees. Now, these employees can

easily check leave balances, view HR information and electronically submit and/or approve leave requests. As part of Phase 3, the employee self-service (ESS) and manager self-service components will be upgraded with the e-recruitment and e-learning modules, and will be expanded to include agreement-covered employees as well.

“ESS will be deployed to salaried and agreement-covered employees via kiosks in locations with 25 or more employees,” Saunders said. “We are working with IT Operations to make this happen later in 2009.”

The project is currently in its blueprint, or design, phase, added Saunders. Over the next several weeks, selected employees will be asked to participate in various activities, including process design reviews and user acceptance testing. ■

“EIM Phase 3 involves e-recruitment, a qualifications catalogue and an e-learning module.”

Promotions in Motion

Amtrak Offers New Low Fares on *Acela Express*

Amtrak is offering a new low fare on its *Acela Express* trains, saving passengers up to 25 percent on previous lowest fares with a 14-day advance purchase. Available for travel until June 26, *Acela Business* class fares run as low as \$99 between Washington, D.C. and New York, and \$79 between New York and Boston.

“As Amtrak becomes an increasingly popular way to travel, these new low fares on *Acela* will make our flagship service more affordable for business and leisure travelers,” said Emmett Fremaux, vice president of marketing and product management.

Amtrak Guest Rewards® Points Promo Runs through National Train Day

A new Amtrak Guest Rewards® points promotion will run from March 14 through National Train Day on May 9. This points promotion will be integrated into the National Train Day advertising as well as communicated via normal Amtrak Guest Rewards channels — e-mail, e-updates, newsletters and smart messaging.

Known as an “accelerated” promotion, the number of points earned increases with the number of trips taken. Members will earn double points for their travel upon registration; after four trips, they will earn triple points and, if they travel on National Train Day, they will earn quadruple points.

Pinocchio Sweepstakes Offers Amtrak Vacations Package for Four

In celebration of Walt Disney's Pinocchio 70th Anniversary Platinum



Edition 2-disc Blu-ray and DVD on March 10, Amtrak and Walt Disney Studios Home Entertainment have partnered to offer Pinocchio purchasers an invitation to join the Disney Movie

Rewards program and enter for a chance to win a grand prize trip for four — two adults, two children — to the winner's choice of tours available in the brochure.

To further spur ridership among Disney DVD enthusiasts, the Pinocchio DVD contains a “Kids Ride Free” coupon inside the packaging, good for one free child's rail fare ticket for children ages two to 15. The offer is valid for sale between March 1 and May 31 and valid for travel between Oct. 1 and Jan. 31, 2010.

Promo with Baltimore Sun Marks Jane Fonda's Return to Broadway

Amtrak is partnering with the Baltimore Sun's Reader Rewards program, the Westin Times Square Hotel and the new Broadway production of “33 Variations,” which marks actress Jane Fonda's return to the New York stage. In exchange for four round-



trip tickets from Baltimore to New York, the company will receive two half-page color ads, one full-page winner announcement ad, along with exposure on the Readers Reward Web site and blast e-mails.

Each exposure will feature the Amtrak brand name, logo and tag line highlighting the promotion. The promotion runs through March 15.

New Partnership Promotes Exhibits, Spurs Travel to Philly

Amtrak has joined the National Constitution Center in Philadelphia to promote the world premiere of



“America I AM: The African American Imprint,” an exhibition that celebrates nearly 500 years of African American contributions to the nation. This exhibition is on display through May 3, and was developed by Tavis Smiley.

“In this year of really important Black history developments, Amtrak is a key partner in showcasing diversity and the impact African Americans have had on the development of the United States,” said Bob Bachman, sales and marketing manager. “In addition, we want to attract travelers on the Northeast Corridor to visit and enjoy the cultural and entertainment options that the city of Philadelphia has to offer.” ■

And the Winner is... *Missouri River Runner*

Missouri River Runner is the new name for the state-supported service between St. Louis and Kansas City, replacing *Missouri Service* and the *Mules*.

Submitted by Keith Kohler of Glendale, Mo., *Missouri River Runner* received 37 percent of the nearly 5,500 votes cast in a contest sponsored by the Missouri Department of Transportation and Amtrak this past fall.

Other finalists included: Missouri Rail, ShowMeMO, Truman Service and River Cities Corridor.



Photo: Bill Acord

Front Line Focus

Dear Amtrak:

My husband and I recently traveled on the *California Zephyr*.

We were blessed to have a train attendant by the name of Donald Boyd. Mr. Boyd did everything possible to make our first trip on Amtrak a most enjoyable one. He greeted us at the platform, brought our luggage into our space, and immediately took our dinner order.

Be assured we will be using Amtrak in the future ... We only hope we'll be lucky enough to ride with Mr. Boyd again.

Sincerely,

California Zephyr Passenger

Dear Amtrak:

I recently had the pleasure of riding on Train 281 to Utica, N.Y. The Café car had the most wonderful attendant — Mr. Gerald Graves.

He just made the trip so enjoyable. He was charming, professional, courteous — and an absolute joy.

Please thank him for me as his presence made this trip very enjoyable.

Very sincerely,

Empire Service Passenger

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries February 2009

ADAMS, JOHN
 AURIEMMA, DOMINIC
 BARNES, CEDRIC
 BASHIR, ISMAEL
 BIEHL, JOHN
 BILPUH, DEAN
 BOGGS, WILLIAM
 BRADY, GEARY
 COLAIANNI-ABBOTT, SHARON
 COLGAN, JOHN
 COLLIER, DONALD
 CORTE, FRANK
 CRUMLEY, TAMMY
 CRUTCHFIELD, ARTHUR
 CUSATIS, JOHN
 DAWKINS, LARRY
 DOUCE, OTIS
 DOYLE, JAMES
 EDEN, BRIAN
 EFFNER, JOHN
 FARMER, MICHAEL
 FERRELL, WILLIAM
 FLORES, FRANCISCO
 GALLAGHER, DANIEL
 GANNON, BRIAN
 GARGANO, FRANK
 GLICK, CHARLES
 GRANT, REGINALD
 HARRIS, SAM
 HENRY, TERENCE
 IRWIN, CAROLYN
 JAGNARAIN, ROOP
 JILES, CHRISTOPHER
 JORDAN, AMANDA
 KIRSTEIN, JEFFERY
 LAWTON, ROBERT
 LEWIS, DONNIE
 LOHMAN, JOHN

MACDONALD, KENNETH
 MACINTYRE, ROBERT
 MARESTEIN, NORMAN
 MATA, MARY
 MAZZURANA, ROBERT
 MEDINA, GUADALUPE
 MITROS, STEPHEN
 MONTI, EUGENE
 MOUDY, RICHARD
 ODEN, GAMEL
 O'KEEFE, DAVID
 OWENS, ROY
 PARMAR, JAYANAND
 RANDOLPH, KENNETH
 ROBINSON, MAURICE
 ROSCOE, RONALD
 SCHOONBECK, DAVID
 SCOTT, HURSELL
 SHERMAN, DEBORAH
 SIMPSON, NORVILLE
 SMITH, ERIC
 STINSON, REYNOLD
 TAYLOR, MONIQUE
 THOMPSON, BRUCE
 UNDERWOOD, GLENN
 WESTALL, ANNETTE
 WILLIAMS, MADISON
 WILLIAMS, RENEE
 WILTZ, MICHAEL
 YURTH, MARTIN

25-Year Anniversary February 2009

BILLINGER-KAYLOR, JOYCE

BORNE, ARZELIA
 BROERS, ELLEN
 BURNETT, SAMUEL
 CHILDS, PATRICIA
 CONRAD, DANIEL
 EASTON, MARK
 FELTZ, NICHOLAS
 GALLOWAY, FREDIA
 GASKEY, KEITH
 GOTSCH, PAULA
 GUY, CLIFFORD
 HAMLIN, WILLIAM
 HARRIS, WALLACE
 HAYES, OSCAR
 LAMPRINAKOS, WILLIAM
 LANDRY, JACQUELINE
 LOMBARDI, RICHARD
 LYMAN, THOMAS
 MUMLEY, THOMAS
 OSBURN, PATRICK
 PARDI, KATHY
 PARR, DEBORAH
 ROGERS, CYNTHIA
 ROSSO, GEORGE
 SMITH, DENNIS
 SUDLER, REGINALD
 THOMAS, CLIFFORD
 WILLIAMS, HAROLD
 WILLIS, RANDALL
 WYLDER, STEPHEN

30-Year Anniversary February 2009

AVERY, SHEILA
 CORREA, JOSEPH
 DUTTON, FREDERICK
 EASTER, FRED
 JUNJULAS, BARRY
 MANCUSO, ROBERT
 MAY, DONALD
 MICELI, JAMES

MORRIS, JAMES
 NASELLO, ANTHONY
 PROLA, FRANK
 RILEY, THOMAS
 ROTHSCHILD, MOSES
 SUTTON, MARIANNE
 TONER, PATRICK
 UHLICH, WILLIAM
 WHITLEY, JIMMY

35-Year Anniversary February 2009

ALLARD, ROBERT
 BARBOUR, ELNORAH
 BOLDOC, DAVID
 CIAUDELLI, SUSAN
 COFFMAN, JEFFREY
 DAVIS, RAPHAEL
 DAVIS, REGINALD
 FRIEDMAN, PHILIP
 HALL, ELISE
 KARL, JULIE
 LOW, KEITH
 MADISON-NEWMAN, THOMASINA
 PADILLA, ALFRED
 ROBINSON, GLENNIS
 RYAN, PATRICIA
 SOLOMON, LYNN
 SWEET, REGINA
 TRUBAN, JOSEPH
 WILSON, PATRICIA

Retirees January 2009

ALTMAN, WALTER
 ARAUZ, CELIA
 BENSON, WILLIAM
 BONIFACE, GUY
 BOWERMASTER, RICHARD

BRANSFIELD, WALTER
 BRITTON, BENNIE
 BURGH, ROGER
 CALDWELL, HELEN
 CATARELLI, MICHAEL
 CLAPP, KENNETH
 COLM, RONALD
 DEVANE, PRISCILLA
 DONOHUE, FRANK
 DOUGHERTY, PATRICK
 EDWARDS, CLARENCE
 ELWIN, LEONARD
 FOLWELL, KENNETH
 HALSEY, LEE
 HUMPHREYS, PETER
 LAMBIRTH, MICHAEL
 LAPARDO, MARIA
 LE, DUC
 MATCHETTE-WINFIELD, MARILYN
 MCINTOSH, IRVIN
 MEADOR, HAROLD
 MEISBERGER, PATRICK
 PORTER, WILLIAM
 REINOEHL, GARY
 RIGGEN, ROGER
 ROSENOFF, WILLIAM
 RUDD, ROY
 SAXTON, CARL
 SILVIA, JAMES
 SIMPSON, JOHN
 SPINKEN, FREDERICK
 SUCHIN, MARY
 THOLSTRUP, RALPH
 TOMASSIAN, KIRKOR
 VILLENEUVE, GARY
 YOUNG, JAMES

This Month in Amtrak History

MARCH

March 1, 2000

At the winter meeting of the National Governors Association (NGA), governors passed a new policy resolution calling on Congress to fully fund Amtrak at the authorized level of \$989 million for fiscal year 2001.

March 6, 2001

Amtrak and a broad coalition of public and private partners announced the development of the California Passenger Rail System 20-Year Improvement Plan to ensure faster, more frequent and more convenient passenger rail service to all of the state's major population centers.

March 16, 2007

Amtrak announces the launch of Amtrak Mobile En Español, a new service that enables Spanish-speaking passengers to use any Web-accessing mobile device, such as a cell phone or PDA, to instantly connect with the train reservation and information on Amtrak.com in Spanish.



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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 4 • April 2009



"GREEN"
Issue

**New Initiatives
Drive Ongoing
Commitment to
Energy Efficiency**

**Wind-Powered
Station Opens in
Saco**

**Partnerships Aid
Company and
Passenger Efforts to
Reduce Greenhouse
Gases**

AMTRAK® i n k

Vol. 14, Issue 4, April 2009

Quick Quotes • How “Green” Are You?

1. Amtrak has agreed to reduce its greenhouse gas emissions from diesel fuel through its voluntary agreement with the Chicago Climate Exchange. How much did the company agree to reduce its diesel fuel emissions from 2003 to 2010?

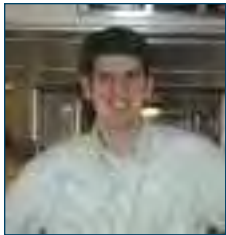
- A. 1.5 percent
- B. 3 percent
- C. **6 percent**
- D. 9.5 percent

2. How many tons of scrap metal from maintenance operations did Amtrak recycle last year?

- A. 10 tons
- B. 100 tons
- C. 1,000 tons
- D. **5,000 tons**

3. Transportation accounts for what percentage of the total energy used in the United States?

- A. 10 percent
- B. 25 percent
- C. **30 percent**
- D. 50 percent



Congratulations to Harris Cohen, project manager, Customer Service Solutions (L.) and IT Manager Yolanda Thomas (R.) from Amtrak Headquarters in Washington, D.C., and Finance Specialist Gerry Davis (not pictured) from the 30th Street Station in Philadelphia for correctly answering the “green” questions published in the March editions of *Amtrak This Week*.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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FPO FSC Logo (Horizontal)

train of thought

In these pages, you'll learn about our new on-board recycling program, fuel and energy conservation practices, and our environmental remediation efforts, among other ways that we are a greener and healthier company.

All of the things we're doing align with the accurate perception of Amtrak as a transportation choice that can alleviate congestion while helping advance our nation's goal of being more energy independent. Through our partnerships with organizations like Chicago Climate Exchange and Carbonfund.org, coupled with our utilization of green technologies, we are helping expand the green sector of our economy, not to mention evolving into a new passenger railroad.

As I said in a letter to employees earlier in the year, Amtrak has been full of potential since 1971. For a range of reasons, we have not always taken advantage of, or been enabled to realize, the potential for things that go beyond our day-to-day operation. We are in a new time and we have to leave behind this notion that survival is good enough. We've almost become conditioned to low expectations and gotten caught up in the uncertainty of what the next year will bring. Instead, we have to demonstrate vision and leadership.

There are a couple key reasons why things are very different today. With the Passenger Rail Investment and Improvement Act, we have a blueprint for the next several years, along with funding recommendations. That alone helps us plan for the future, just as any well-run business would.

On March 13, Vice President Joe Biden came to Union Station here in Washington to formally announce the availability of the \$1.3 billion in economic recovery funds designated for Amtrak. The stimulus package will go a long way toward building on or kick-starting a

number of capital programs that have enduring benefits, many of which have been backlogged. At the press conference, the vice president remarked "... Let's get something straight here. Amtrak has not

been at the trough. Amtrak has been left out. Amtrak has been left out much too long, in my humble opinion..."

With Vice President Biden were members of Congress who have supported this railroad and its employees for the past three decades. Trust me when I tell you it was an incredible and compelling moment for this company.

The stimulus package also makes available \$8 billion to states for high-speed rail and other passenger rail investments. The Obama administration appears to be building a legacy defined in part by the development of high-speed rail, and I believe that this administration is more likely than any other in recent history to make additional investments in passenger rail.

Big companies like Amtrak will never know a day without challenges, but our outlook today is vastly different from the past: from uncertainty and a lack of continuity, to confidence and building momentum. Our successes are born out of the ingenuity and perseverance of our employees. It's thanks to you and your input that we're advancing the green initiatives described in the pages of *Ink*. Together, as a unit, we must use that spirit to move ahead as we build a safer, greener and healthier Amtrak. ■



Joseph H. Boardman

Safer, Greener Healthier is More Than a Catch Phrase

Welcome to the "green" issue, where the spotlight is on several of the company's environmental initiatives. As the notion of being environmentally sound — of being "green" — gains traction across the country, Amtrak is stepping beyond simple buzzwords to truly minimize its impact on the ecosystem.

In FY 2008, recycling and waste disposal programs across the country yielded more than 150 tons of paper, 225,000 gallons of used oil, 9,800 tons of steel parts and scrap steel, and 90 tons of cable or wire. The company also continued its participation in the EPA's "Change the Light, Change the Future" campaign to use more efficient light bulbs, installing more than 3,000 in New York Penn Station, which saves Amtrak more than \$300,000 annually and reduces carbon dioxide by more than 3 million pounds.

This issue highlights Amtrak's plans to minimize its carbon footprint by reducing diesel fuel use, improving wastewater treatment to prevent contamination, and expanding recycling and waste disposal programs.

"We are continually building on our efforts as a safer, greener and healthier company," said Roy Deitchman, vice president, Environmental Health and Safety. "From being a charter member of the Chicago Climate Exchange, to purchasing Genset switchers in California, Amtrak is continuing to display leadership in this area." ■

New Initiatives Drive Ongoing Commitment to Energy Efficiency

Amtrak is working toward the deployment of a new switcher locomotive to the Oakland, Calif., yard that will significantly reduce fuel consumption and carbon dioxide emissions by using three EPA-approved 2,000-horsepower ultra-low emission diesel engines. The Generator-Set switcher, or Genset, is estimated to cost \$1.3 million, of which \$1.03 million will be provided by the Carl Moyer Memorial Air Quality Standards Attainment Program. The company also plans to deploy a second Genset in the Los Angeles Yard by 2010.

"At low throttle settings, only one of the three Genset engines operates, while the other two shut down," said Deputy Chief Mechanical Officer Dale Engelhardt. "When additional power is needed, the other engines quickly go online to produce the amount of electrical power needed to move the cars."

When not in use, Engelhardt added, all engines automatically shut down to conserve fuel and reduce emissions.

"Deploying the Genset switchers will result in a reduction of fuel consumption of up to 70 percent and reduce air emissions by 70 percent," said Environmental Health and Safety Vice President Roy Deitchman.

Amtrak is currently reviewing the Moyer grant contracts and once they are signed, the company will issue a Request for Proposals to the manufacturers of Genset locomotives. Under the terms of the agreement, the Gensets must be delivered and accepted by 2010. The selected vendor will also provide training to the local switch crews as the delivery date nears.

In addition to the Genset project, Amtrak has also convened a Fuel and Energy Management Committee to establish goals and offer recommendations for improving the company's overall strategy in this area. The committee is broken down into six subcommittees, each with specific goals, including reducing fuel consumption by 5 percent by the end of the fiscal year, improving diesel fueling efficiency, bringing fueling facilities to a state of good repair, reducing carbon emissions by 5.5 percent by the end of the year, identifying cost-effective and efficient locations and methods for fueling locomotives, and reducing energy costs by 2 percent by fiscal year's end.

"The subcommittees have just begun developing the results and recommendations," said Chief Operating Officer Bill Crosbie. "But, I'm confident that we'll produce a number of strategies to meet our goals."

These initiatives are a continuation of the company's ongoing efforts to conserve fuel and minimize its carbon footprint.

All of Amtrak's services between Boston, New York and Washington, D.C., are now powered by electric locomotives and, in 2006, the company extended its electrified operations to the 104-mile Keystone Corridor. Other initiatives include regenerative braking on certain electric locomotives, automatic stop/start devices on the P-42 class engines, and "hotel power" plugs at stations instead of head-end power to operate heating and air conditioning, all of which will contribute to the goal of reducing carbon dioxide emissions from diesel locomotives by 6 percent from 2003 through 2010. ■

Stimulus Projects Rolled Out

Bridge replacements, track and signal upgrades and ADA compliance are among the major projects that will be funded by the \$1.3 billion Amtrak is receiving as part of the American Recovery and Reinvestment Act (ARRA). A complete list of capital projects posted on Amtrak.com and the Intranet includes enhancements to infrastructure, facilities and equipment across the system.

The ARRA funding includes \$845 million for railroad and station capital projects that include replacement of the Niantic River Bridge in Connecticut; construction of maintenance facilities in Los Angeles and Seattle; rebuilding of out-of-service Amfleet cars; renovation of the

Wilmington, Del., station; and compliance with Americans with Disabilities Act requirements.

Company executives used several criteria to evaluate and rank the projects in order of importance. The approved projects support development of intercity high speed rail service, promote economic recovery, align with corporate and ARRA goals, and can be completed in an expedient manner.

“These projects fulfill all of the objectives of ARRA and more,” said President and CEO Joe Boardman. “They are shovel-ready; they will improve the efficiency and accessibility of Amtrak trains and facilities; and we estimate they will result in the retention or creation of more than 6,000 jobs.”

An additional \$450 million will be invested in security and life safety projects. About \$200 million will be used to enhance fire detection and suppression systems, and improve emergency egress from buildings and tunnels. The remaining \$250 million will be devoted to reducing infrastructure vulnerabilities and enhancing incident management capabilities at stations, bridges, tunnels, maintenance facilities and other buildings. Also



Photo: Joe Rago

Vice President Joe Biden announces stimulus funding for Amtrak's capital projects at a press conference at Washington Union Station on March 13.

included in this category is expansion of Positive Train Control systems on the Northeast Corridor and in Michigan.

“It is extremely encouraging to see the direction our country is taking to improve our national mobility, reduce our dependence on imported energy and make a stronger, healthier rail passenger system,” added Boardman. ■



Photo: Dave Hill

At an estimated cost of \$100 million, replacing the Niantic River Bridge in Connecticut is expected to reduce speed restrictions and improve service between New York and Boston.

Wind-Powered Station Opens in Saco

The city of Saco, Maine has transformed what was once little more than a semi-enclosed bus stop into a modern energy-efficient transportation and business hub. Now, boasting 5,000 square feet of usable space, the new locally designed Saco Transportation Center reflects the city's commitment to green design and alternative energy.

"The new station in Saco represents cutting-edge green technology while also providing increased comfort and convenience for the more than 40,000 passengers who use the station annually," said President and CEO Joe Boardman.

With more than 178,000 passengers between October and February FY '09, ridership on the *Downeaster* was 4.4 percent better than the same period last year. Revenue during this period — \$2.4 million — was 7 percent better than last year.

The station gets nearly 80 percent of its electricity from a nearby 125-foot wind turbine. The transportation center areas are heated and cooled by a 1,200-foot-deep water well, which uses heat exchangers and pumps to connect the well to the station's interior and distribute heat through tubing in the floor tiles.

The office space areas of the station, occupied by the Biddeford-Saco Chamber of Commerce, which manages the building and provides staffing, are heated and cooled using high-efficiency fan-coil units.

South-facing windows and a central skylight provide additional heat and light. The central skylight and the eastern gable employ translucent panels to diffuse sunlight, block infrared and ultraviolet light, and limit heat gain and loss. The roofing material is a composite made of recycled soda bottles.

"The green aspect is something that has been quite prominent in Saco," said Economic Development Director Peter Morelli who, along with former Mayor Mark Johnston, led the charge to bring Amtrak service to the city in 2001. "Among other things, we're located on a reclaimed Brownfields site in a historic mill district, we connect with local bus services, and we've even used a local company to construct the station's wooden furniture."

"This community has had a history of innovation, and the whole area is experiencing a renaissance," said Patricia Quinn, executive director, Northern New England Passenger Rail Authority, which contracts with Amtrak to run the *Downeaster* service. "This station is a testament to this culture of innovation."

Not only is the Saco station the first green station in the Amtrak system, Morelli added that the town

approached this endeavor as a very important economic project for downtown Saco. It was partially funded with \$500,000 from the sale of a city-owned parcel of land, and a tax increment deal between the city and local developers in which future tax gains will be used to finance the project.

The Saco station is currently featured on Amtrak's Great American Stations Web site as an example of station restoration and as a way to jump-start a local economy and improve service to *Downeaster* passengers. ■



Photo: Bill Lord

The new 5,000-square-foot Saco station, powered by a wind turbine and heated and cooled with a geothermal energy system, is equipped with a Quik-Trak self-service ticketing kiosk and houses the Biddeford-Saco Chamber of Commerce. In FY '08, the unstaffed station served more than 35,000 passengers.

Bear Maintenance Gang 4-1/2 Years Injury-Free

At press time, the Bear Maintenance Gang's run of consecutive injury-free days extends back to Oct. 1, 2004.

The gang includes (L.-R. top row) Bricklayer Mike Cerminara; Welder Neal Welker; MOW Mechanic Bill Magaw; B&B Foreman Plumber Brian Covey; MOW Mechanic Everett Bedsaul; Foreman MOW Mechanics Al Steinour; MOW Mechanic Gary Jaros; Cabinetmaker Kenny Benjamin; B&B Mechanic Jesse Skatuler, and Superintendent Danny McFadden. (L.-R. bottom row) General Foreman



Photo: Joseph P. Riley

Dave Parker; B&B Foreman Dee Holden; B&B Plumber Nick Evans; MOW Work Equipment Engineer Earl Goff; MOW Mechanic Rick Frazer; Foreman MOW Electrician Ray Cortese; MOW Electrician Brian Bianca, and B&B Mechanic Kenny Hudson. Not pictured: Electrical Foreman Maintenance Rocky Crisconi and Plumber Tom Ferretti Jr. ■



Photo: John Eschenbach

A Pacific Surfliner train travels along one of two new five-span concrete bridges put into service in mid-February as part of the Oceanside Passing Track and Bridge Replacement project.

Amtrak and State of California Partner on Track and Bridge Replacement Project

Starting in September 2007, Amtrak and the state of California worked together to extend a side track by 1.4 miles on the Pacific Surfliner route, creating two 2.5-mile main line tracks to accommodate operating speeds of 90 mph for passenger trains and 55 mph for freight trains. The existing track was once a siding with a maximum operating speed of 40 mph for both passenger and freight rail. Southwest Division Engineering provided design and construction management services for the entire project.

On-Board Recycling Expands Across the System

Café and lounge cars across the system will be equipped with labels designating a receptacle for on-board recycling this spring, thanks to a collaborative effort among representatives from Environmental Health and Safety, Mechanical, Transportation, Government Affairs, Marketing and Product Management and Engineering. While there are already limited on-board recycling programs on trains in the western part of the country, this initiative includes the heavily traveled Northeast Corridor and other major routes.

“Our customers want to recycle,” said Craig Caldwell, Environmental Superintendent. “Although Amtrak may incur some start-up and hauling costs for these materials, these costs should be offset by the reduction in trash generated.”

Establishing a recycling program in a railroad environment is not without challenges.

FRA fire code and safety restrictions require the receptacles to be fire resistant and limit the noxious fumes that can be generated if a fire occurs, which limits the available containers. Secure placement on the trains was also carefully considered to prevent the receptacles from interfering with passenger movement or seating, or from presenting a safety hazard. To address these issues, the team built prototype enclosures and receptacles on a single *Acela Express* trainset. On other trainsets, one of the existing trash containers will be designated for can, bottle and/or newspaper recycling.

“As a result of the feedback from the *Acela* on-board service crews, I redesigned the enclosure and created draw-



Photo: John Campbell

Sheet Metal Worker Ray Piaskowski and Foreman II Patrick Sullivan display the prototype recycling receptacles designed by Mechanical for installation on the *Acela Express* Trainset 9 as part of the new recycling program for all trains with food service.

ings to have a vendor manufacture a prototype for recyclable enclosures and trash receptacles for all 20 trainsets,” said John Campbell, industrial designer.

The manufacturing of these new *Acela* receptacles and enclosures is currently in the procurement phase. This procurement will obtain 40 newspaper enclosures, 20 can and bottle receptacles for café cars and 20 First class kitchen and bottle receptacles, added Campbell.

As a result of the lessons learned from the *Auto Train* recycling program, a modification campaign was entered into Mechanical’s Work Management System to install two separate recycling decals on an existing trash receptacle on every lounge and café car systemwide. WMS is a system to manage work flow in the shops. As cars come into the

facility, a foreman assigns the task of installing the decals on the receptacle.

“Our goal is to have the re-labeling completed on all applicable cars by the end of April,” according to Duncan Copland, director, Industrial Design in Mechanical.

Other challenges include establishing suitable recycling vendor arrangements and training the coach cleaning staff to safely and efficiently handle the recyclable items.

“Different regions have different recycling markets, creating a network of vendors that can get complicated to manage,” Caldwell said. “For the most part, we’ve tried to expand our existing purchase orders with trash haulers, and Engineering is helping us with building storage areas for trash compactors, dumpsters or large rolling trash cans.”

continued on page 9

On-Board Recycling

continued from page 8

To address the training issue, field environmental staff will train the coach cleaners on proper handling of recyclables and safety personnel will provide support on ergonomics to prevent injuries.

“This is an important environmental initiative to make us greener,” Caldwell said. “There is a lot of interest in making sure on-board recycling is in effect, especially among the routes that make up RPI.”

The Route Performance Improvement initiative identifies areas for improvement along targeted routes. The 2009 RPI services include the *Crescent*, *Adirondack*, *Empire Service*, *Lake Shore*

Limited, *Empire Builder* and *Sunset Limited*. Several cross-departmental teams are working on methods to deploy containers to collect bottles and cans for disposal at recycling stops along the respective routes.

An awareness campaign similar to one launched on the *Auto Train* will be launched on other trains that provide food service as the recycling receptacles become available.

The campaign will include desktop signage, “Ask Me about Recycling” buttons for station and on-board staff, recycling bins in ticketing and waiting areas, and on-board wall posters, in addition to gentle reminders by the attendants. ■



Photo: Justin Liddle

Coach Cleaner Erik Odd pulls paper products from a recycling receptacle on the Auto Train.

New Photo and Video Guidelines in Effect

Clarifying photo-taking rules is at the center of newly revised guidelines governing photography and videos on company property.

Passengers are permitted to use handheld equipment to take photographs or record video within public access areas in and around Amtrak stations. Restricted areas such as crew and employee work areas, baggage areas, tracks and unoccupied trains and engines are off limits to non-employees.

Ticketed passengers are allowed to briefly photograph or record video from the platforms as they board or de-train. Photography on board trains is permitted, provided such activity does not in any way interfere with passengers or crew. On-board photographers must continue to follow directions of the train crew.

“Railfans, tourists and even architectural buffs are now able to freely capture images of train travel, with only reasonable limitations set to ensure safe operations of the railroad,” said Cliff Black, chief, Corporate Communications.

The guidelines note that employees who see a person in a restricted area — as distinguished by signage, building design or physical barriers — should advise that person he or she is trespassing and notify Amtrak Police. Employees may also ask persons on a platform for tickets or other authorization.

“At no time may any employee ask a person taking photographs or video to delete, destroy or alter photographs or video,” added Black.

The full policy is posted on Amtrak.com in the “Traveling with Amtrak” section.

Day In the Life: Public Health Manager Al Cooper

Two things are immediately obvious when meeting Public Health Manager Al Cooper: first, he's not your stereotypical clipboard-holder logging tick marks on potential health violations. Second, everyone — from LSAs, to coach cleaners, to counterparts in Mechanical and Engineering — greets the affable Cooper with a smile and hearty hello.

“When people see a clipboard, they tend to stop talking,” said Cooper, who spent the first five years of his 20-year Amtrak career as an industrial hygienist before joining the Public Health Group. “But, communication is key. It’s a two-way street; I learn from the LSAs, chefs, mechanics and others and they learn from me.”

“When people see a clipboard, they tend to stop talking. But communication is the key. It’s a two-way street; I learn from the LSAs, chefs, mechanics and others and they learn from me.”

In his territory, which extends from Baltimore to Miami, Cooper chats amiably with fellow employees about a host of issues while maintaining oversight for food service inspections, pest control

and coach cleaning for the *Auto Train*, as well as the facilities in Miami, Washington and across the Southeast. In the few minutes before *Acela Express* Train 2160 departs for Boston from Washington Union Station, he listens patiently as Lead Service Attendant Wilson “Teddy” Hutchinson discusses procedures for properly reporting pest infestations.

“With the help of the RTUs [small, triangular mouse traps] and good sanitation practices, Teddy, we haven’t seen a mouse on board for over two years,” Cooper tells Hutchinson. RTUs and glue boards are placed in secure locations on trains for pest control as part of a 92-day preventive maintenance cycle.

And so the day goes, from checking in with LSA Tom Brazda as he arrives on *Acela* Train 2107 from New York, to offering suggestions to Coach Cleaner Karen Allison, Cooper gains valuable intelligence on a whole range of issues and concerns. But, for Cooper, who has a master’s degree in public health from the University of Minnesota, the job is more than a charm offensive.

He is responsible for conducting at least 30 food service inspections per quarter on the dining and lounge cars, some of which can take an entire day. Cooper also inspects four commissaries: two in Washington, D.C., and one each in Sanford, Fla., and Miami on a quarterly basis, and conducts walk-through inspections on those facilities every other month. To ensure food quality, Cooper said he employs something called Hazard Analysis and Critical Control



Coach cleaners, like Brenda Jackson, provide Cooper with valuable information that enables him to maintain oversight and ensure public health compliance.



At the secondary commissary at Washington Union Station, Cooper checks the temperature of milk cartons before they are loaded on a northbound Acela Express. Both milk and yogurt products must be maintained between 33 and 41 degrees.

Points, an FDA-endorsed approach that involves applying certain controls at points where a food safety hazard can be prevented or reduced to an acceptable level. At Amtrak, this involves temperature monitoring and documentation.

“We monitor the food supplies at every point between the initial source and the customer — from delivery to the commissary to the transfer to the trains,” he said.

If the temperature falls outside of a specific range — between 33 and 41 degrees for products like milk and yogurt — the product is deemed unacceptable for sale on the train.

A full and formal inspection of the

“I take 21 samples from five or six trains each month, totaling 262 each year from trains in D.C., Sanford and Miami.”

Auto Train, which has five food service cars, could last more than eight hours.

“I start at about 2 p.m. in the first car; the train doesn’t leave for Sanford until 4 p.m.,” said Cooper. “I work through each car staying a step ahead of the passengers, ending sometimes after 10 p.m.”

Another part of Cooper’s job is periodic spot checks to test the water quality on the trains. “I take 21 samples from five or six trains each month, totaling 262 each year, from trains in D.C., Sanford and Miami,” he said.

In the event of a violation or hazard, Cooper jots everything down in a little black book. He added that, while violations are taken seriously and continued non-compliance could lead to stiff consequences, he looks at each day as a “coachable” moment.

“I don’t want to make compliance punitive,” he said. “I want to provide the necessary oversight and training for OBS, commissary, Mechanical personnel and their managers, who train their staffs. When people know someone’s watching, they’re more inclined to do the right thing.” ■



Cooper shares a light moment with LSA Teddy Hutchinson just minutes before his Acela Express heads for New York.

Partnerships Aid Company and Passenger Efforts to Reduce Greenhouse Gases

As a charter member of the Chicago Climate Exchange (CCX), a voluntary market-based exchange for trading greenhouse gases, Amtrak pledged to reduce its carbon dioxide emissions by six percent from 2003 to 2010 from diesel locomotives. Between 2003 and 2007 — 2008 data is still being finalized — the company exceeded its reduction of carbon dioxide goal by 421,000 tons of carbon dioxide.

CCX operates using a cap and trade approach, providing economic incentives for achieving voluntary, but legally binding, reductions in greenhouse gas emissions. Members are allocated annual emission allowances in accordance with their own emissions baseline and a reduction schedule devised by CCX. Members who reduce their emissions beyond their targets have surplus allowances, or credits, to sell or bank.

“Because we were successful in reducing our diesel fuel consumption below the target level of 791,400 tons of carbon dioxide in 2007, we were able to sell some credits in 2008,” according to Environmental Health and Safety Vice President Roy Deitchman.

The weighted average price in 2008 was \$4.43 per metric ton, according to the January 2009 CCX Market Report. But, selling and buying credits on the exchange is hardly the company’s first priority, added Deitchman.

“Since we joined CCX, we’ve met the mission and spirit of this greenhouse gas commitment now by reducing diesel fuel consumption, and thereby carbon emissions, 1 percent

every year from 2003 to 2006, and committing to a half-percent reduction each year through 2010,” Deitchman said. “Our ongoing efforts support the mandate from our president and CEO to be a safer, greener and healthier railroad,” he said.

Deitchman added that when Amtrak first joined CCX, its commitment to trim diesel emissions by 6 percent by 2010 was the largest voluntary percentage reduction in the United States, and the first such commitment made by a transportation company. There are more than 400 member companies. Amtrak joins San Joaquin Regional Rail Commission as the only companies in the transportation industry.

The company is also an active partner in Carbonfund.org, which provides passengers a chance to purchase carbon offsets for their travel on Amtrak. After booking a ticket on Amtrak.com, customers may click on the Carbonfund.org link to make a contribution to finance green initiatives that reduce carbon dioxide emissions. The contribution funds an activity, such as tree planting or wind power production, which offsets the carbon impact of a passenger’s trip.

Through the end of FY ’08, Amtrak passengers offset more than 5.2 million miles of rail travel translating into 943 metric tons of greenhouse gasses. These passengers are among those who contributed to such projects as restoring hardwood forests in Northeast Louisiana, establishing truck stop electrification to reduce exhaust emissions during idling and construction of wind turbines in Estherville, Iowa. ■

Remediation Project Cleaning Up Past Spills

Environmental Health and Safety is currently involved in a multiyear project to remove petroleum contaminated groundwater and prevent seepage into the Chicago River from the area in and around the diesel fuel tank in the Lumber Street Yard in Chicago. This cleanup initiative is addressing decades of contamination caused by fuel leaks and spills, a problem Amtrak inherited when it took ownership of the facility.

“Our goal is to eventually remove the source of any material from the yard entering the Chicago River,” said Senior Environmental Coordinator Ellen Jurczak, who is the project manager, “and to meet Illinois’ cleanup standards: no free-product, such as fuel oil, in the groundwater.”

After examining a number of options with AMEC, a global environmental consulting firm, Amtrak is now employing an approach that extracts diesel fuel and other contaminants via 15 recovery wells installed in the area. This technology uses a high-vacuum system to remove both the contaminated groundwater and soil vapor. This process is expected to provide a better long-term solution than other less aggressive methods, such as boundary controls, or booms, to prevent an oily sheen on the river from petroleum seepage.

AMEC designed and is now implementing the remediation project, with an assist from Engineering staff that provides flag protection when necessary or supplies power to certain areas of the site, according to Facilities Engineer Fred Roeber.

In the early 1950s, the Pennsylvania Railroad installed and operated two 2.5-million-gallon above-ground storage tanks, which were later operated by Penn Central Railroad after the merger of the Pennsylvania Railroad and the New York Central Railroad. The tanks were initially filled by oil barges, and later by tanker trucks.

By the time federal legislation transferred the bankrupt Penn Central’s property to Amtrak, the tanks were leaking, prompting the company to shut down one and make major repairs to the other. Eventually, Amtrak demolished both tanks and replaced them with a single 450,000-gallon tank in early 1997.

“Historical data suggests the sources of the current contamination are fuel leaks and spills from the former operation of the two 2.5-million-gallon tanks,” Jurczak said.

The company’s cleanup strategy is based on the Remedial Action Plan (RAP), created in accordance with an Agreed Interim Order by the Illinois Attorney General and the state

“Our ongoing efforts support the mandate from our president and CEO to be a safer, greener and healthier railroad.”

Environmental Protection Agency. The RAP serves as a guide to remove free products floating on the water table at the site and the remediation of PAH, or polycyclic aromatic hydrocarbons, which are groups of chemicals formed during the incomplete burning of coal, oil or gas.

“Our cleanup activities are driven by our commitment to establish a safe and healthy workplace and have a minimal impact on the well-being of our neighbors and surrounding environment,” said Sue McFaul, Central Division field environmental specialist. “Since we began this process in 1992, we’ve been addressing an issue that went unaddressed for generations.”

Since the start of the remediation, Amtrak has spent \$1.8 million on this project, with an additional \$600,000 expected over the next eight years or so. ■

Q&A: Chief Financial Officer D.J. Stadtler

Editor's Note: Joining Amtrak in January, D.J. Stadtler brings with him more than 20 years experience in federal financial management, including several years with the U.S. Department of Transportation and Federal Railroad Administration.

Amtrak Ink: It appears likely that the company is going to receive federal funds in a number of ways. Can you talk about what likely projects will receive top attention for this fiscal year and going forward?

D.J. Stadtler: For one, the stimulus bill [American Recovery and Reinvestment Act] provides us with \$1.3 billion to begin or accelerate capital programs. This funding gives us an extraordinary opportunity to chip away at a backlog of projects and bring us closer to a state of good repair across the system. We are replacing bridges that are more than 100 years old, returning cars to service, performing facility upgrades at stations and yards that are long overdue, advancing our Mobility First program to address many of the Americans with Disabilities Act requirements, and funding numerous security enhancements systemwide.

AI: Last month, Congress approved \$1.49 billion in federal support for Amtrak for the current fiscal year. How do we plan to allocate those funds? How will we address the issue of back pay for our agreement employees?

DS: These funds include \$940 million in capital funds, of which \$285 million is for debt service; and \$550 million in operating funds, of which \$75 million is dedicated to back pay. The \$75 million for retroactive pay is less than the \$114 million we asked for, but we are committed to deliver the back pay on May 1.

No stimulus funds can be used to supplement our regular operating or capital budgets.

But, whether we use stimulus funds, FY '09 funds, or funds received during the upcoming FY '10 annual appropriations process, our overall strategy aligns with the safer, greener, healthier message. We're aiming for a state of good repair for infrastructure and equipment, improving our information technology resources and internal processes, and meeting federal compliance requirements such as installing Positive Train Control and advancing station accessibility.

AI: How will the Passenger Railroad Investment and Improvement Act (PRIIA) help the company develop budgets and set funding priorities?



Chief Financial Officer D.J. Stadtler confers with Senior Executive Assistant Valerie Samuel in his office at Washington Union Station.

DS: PRIIA gives us an authorization level we can plan to. In the past, we've only gotten year-over-year budgets, which made it difficult to fund and plan multiyear projects. PRIIA is our blueprint for the future. We can now take a look at our capital needs over 2010, 2011, 2012, 2013 and 2014. This is a definite departure from the past.

AI: What does this mean in terms of how we manage the company?

DS: All the stars are aligned. We have a favorable administration, we have PRIIA setting the course for the future, and we have the stimulus funding. But, we need to be mindful

that the spending of stimulus money, and our strategic planning under PRIAA will be highly scrutinized by the government and the public. We have a unique opportunity to manage the stimulus projects responsibly, gain credibility where it perhaps didn't exist before, and get our vision of safer, greener and healthier out to our customers. If we do these things well, the benefits to the company will be substantial.

AI: How has your experience with FRA informed your knowledge of Amtrak and the railroad industry?

DS: While working for the FRA, I saw Amtrak from the federal side. That focus gives me a real understanding of the types of reports and data the government wants from the company, specifically on the financial side. During that time, I also gained a strong understanding of the congressional process, which will be very beneficial in this role. Those facts, coupled with the strong railroad safety culture ingrained on me at the FRA, will really assist me as CFO.

AI: What role do you see employees playing in the future success of Amtrak?

DS: We're going to need every one of our employees to move the company forward. The employees that run this railroad every day — fixing mechanical problems, running the trains, serving customers — are the most critical part of this company's success. The collaboration of each and every one of us is integral to our success, but I am confident that with hard work the next few years will be great years for Amtrak. ■

Test Your “Green” IQ

- In FY '08, how many pounds of batteries and cable wire did the company recycle?**
 - 74,933 and 178,650
 - 90,000 and 334,900
 - 192,755 and 39,003
 - None of the above
- What is the purpose of the Amtrak Environmental Management System?**
 - To institute an environmental auditing program
 - To provide an environmental database to assist managers achieve environmental compliance
 - To implement environmental training
 - All of the above
- How much of its electricity will the new station in Saco receive from its 125-foot wind turbine?**
 - 50%
 - 10%
 - 80%
 - 100%
- How much has Amtrak spent on the Chicago remediation project to minimize and eventually eliminate contaminants in the Chicago River?**
 - \$20,000
 - \$1.8 million
 - \$175,000
 - \$17 million

Answers: 1-a, 2-d, 3-c, 4-b

May 1st is Employee Appreciation Day



Friday, May 1, marks Amtrak's 38th anniversary — a milestone that would not be possible without a talented and dedicated workforce. To show appreciation and say “thank you” for a job well done, the company has declared May 1 as Employee Appreciation Day. Events will take place at approximately 20 facilities across the country to provide employees with information, resources and activities for becoming safer, greener, healthier individuals — both personally and professionally.

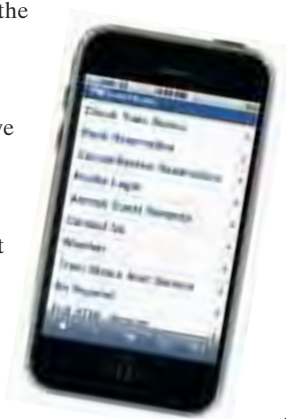
Events will vary by location, but proposed activities include personal finance and retirement planning instruction, health and wellness screenings, giveaways and employee discounts on a range of products and services. Be on the lookout for details at your location. ■

Amtrak Guest Rewards® Goes Mobile and Offers Widget

New options are now available for members of the Amtrak Guest Rewards® program to access their account information. With the launch of a new Amtrak Guest Rewards widget and the Amtrak Guest Rewards mobile Web site, members now have fast, easy access to their account either on their desktop or on the go.

Members can visit AmtrakGuestRewards.com from any Web-enabled device to view their account information including point balance, recent transactions, current offers, and even to register for new promotions.

Amtrak partnered with Usablenet Inc. in 2006 to create a mobile product that would allow access to Amtrak.com all day, every day from any location. Customers using a Web-enabled mobile device can see a version of Amtrak.com in a specially designed format optimized for their device. By visiting Amtrak.com, Amtrak2Go.com or Amtrak.mobi, users can



Users of the new Amtrak Guest Rewards mobile Web site can book reservations, check train status and access their accounts on the go.

book reservations, check train status, review or cancel reservations, sign up for train alerts, and now they can also access their Amtrak Guest Rewards account.

The new Amtrak Guest Rewards widget is a free, mini-application that resides on the member's desktop or personalized internet home page such as Google or Yahoo. Once installed, members can conveniently obtain key information about their account in quick, easily digestible snapshots. Once logged-in, the information stays up-to-date automatically.

"Members of Amtrak Guest Rewards have told us they want easy access to their account information whether they are on the go or at their desk. These enhancements provide a new level of account accessibility at their fingertips," said Michael Blakey, senior director, Loyalty Marketing. ■

This Month in Amtrak History

A P R I L

April 1, 1975

Amtrak acquires Beech Grove Shops in Indiana from Penn Central Railroad.

April 6, 1991

Last regularly scheduled Amtrak train departs from Grand Central Terminal in Manhattan; all operations are consolidated at New York Penn Station the following day.

April 29, 2001

In an effort to introduce high-speed rail service to the Midwest, Amtrak raises the maximum operating speed to 90 mph between Niles and Kalamazoo, Mich., on the Amtrak-owned Michigan Line, cutting 15 minutes off the travel time between Detroit and Chicago.

Promotions in Motion

Multimedia Campaign Features Long-Distance Service

Highlighted with illustrations by renowned graphic artist Michael Schwab, the Long-Distance Train advertising campaign, which launched in early March, will run through May 10.

“This branding campaign is designed to leverage a confluence of factors that position train travel positively in Americans’ eyes,” said Gail Reisman, senior director of national advertising and marketing programs. “Amtrak welcomes travelers to consider trains as a relaxing, comfortable and convenient way to get around.”

This campaign includes ads in regional versions of USA Today, providing an opportunity to highlight a broad range of city pairs/fare information and provide national coverage. Other media includes a 30-second TV ad, print ads highlighting long distance services in the major daily newspapers in the top six long-distance markets, regional magazines and the Internet.

Long-distance ridership was at 1.6 million passengers

between October and February FY '09, a 7 percent increase over last year. Revenue was at \$160 million, a 10 percent increase.

Heartland Flyer Celebrating 10 Years of Service in Oklahoma

Instead of passing out birthday cake, Amtrak is passing along savings to *Heartland Flyer* passengers to celebrate the train’s 10th anniversary. With a



three-day advance reservation, passengers will receive a 20 percent discount on the regular adult rail fare. This promotion is valid for sale until June 27; valid for travel until June 30.

A June 13 birthday celebration will also include adding a Superliner lounge car and an additional coach to the consist; a special menu; a reenactment of the train’s inauguration; a segment on “Discover Oklahoma,” a weekly travel show; food and giveaways. The celebration also coincides with the grand opening of the Ardmore, Okla., station.

In fiscal year 2008, the *Heartland Flyer* enjoyed its highest ridership and ticket revenue with 80,892 passengers and \$1.68 million in ticket sales.

Amtrak Cascades® Pump Topper Ads Feature 25% Off Coupons

Amtrak *Cascades*® pump topper advertising will appear this spring atop gas pumps at stations along Interstate 5 in the Pacific Northwest, directly targeting drivers as they fill up their tanks. The pump toppers feature a postcard-themed ad with messaging that highlights a specific city pair. As an added bonus, limited supplies of 25 percent off coupons will be attached to the ads, offering car travelers a strong incentive to experience train travel. Sale

dates for the coupon offer continue through May 25, with travel dates through May 28.

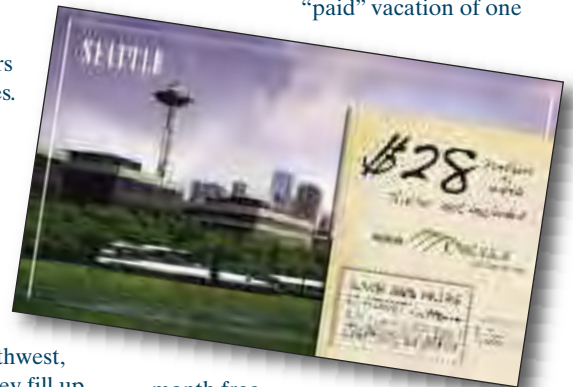
The offer is valid Monday through Thursday only on Trains 513, 507, 504, 506 and 516.

Amtrak and Clear Channel Offering Paid Vacation

The California Paid Vacation Sweepstakes, designed to create excitement for the Amtrak

California brand and build a consumer database, launches this month. In partnership with Clear Channel Radio, radio and online media will be used to promote the sweepstakes and drive consumers to CATravelMadeSimple.com to enter the contest.

Interactive “scratch banners” placed on radio station Web sites will be used to create excitement by encouraging users to electronically scratch the Web banners with their cursor to find out if they are an instant winner of a daily prize. All users who scratch the banner will be entered to win the grand prize, a “paid” vacation of one



month free travel on Amtrak California and a month’s salary.

Users will also have the opportunity to opt-in for more information and communications from Amtrak California. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries

March 2009

ADAMS, SCHRECE
ADDISON, CHRISTOPHER
ALLEN, ROBERT
BECKLEY, LEWIS
BLACKWELL, BARBARA
BLOMQUIST, JOHN
BOOTH, TERESA
BRADLEY, NORMAN
BROWN, LATIECE
BURSE, MINNIE
CABELLO, ROBERT
CASTA, CARL
CERRA, SCOTT
CLEMONS, ARNIE
COLEMAN, PATRICIA
COLLINS, JUSTIN
CORNISH, HERMAN
COVARRUBIAS, ALBERTO
DANIELS, FREDERICK
DITURSI, DANNY
DOUGLAS, MARIE
FARRIS, RAYMOND
FOUYOLLE, PATRICK
GALIMORE, GARY
GERY, CRAIG
GLATTHORN, JAMES
GUADALUPE, FRANK
HATZOLD, ANTHONY
HEAPHY, JOHN
HENSLEY, DANIEL
HENSON, RICHARD
HICKS, ELIZABETH
HOGAN, FRANCIS
ISA, MUHAMMAD

JACKSON, ERROL
JAMES, RUPERT
JEFFERS, BRIAN
JIGGETTS, EUGENE
JOHNSTON, ERIC
JONES, BEVERLY
KONKOL, DANUTA
LATIFF, MICHAEL
LENZY, DON
MARTINEZ, LOUIE
MCCLUNEY, LOWELL
MCCOY, SHEILA
MCLEMORE, JOHN
MCKINLEY, ROBERT
MCNAMEE, CHRISTOPHER
MCWHINNEY, KENNETH
MOBLEY, JACQUELINE
OLENDER, ROBERT
OMANIKE-WEATHERSBY, AKU
PARHAM, KRISTIN
PARILLO, ANTHONY
PARRA, DAVID
PENDLETON, JOSEPH
PEREZ, MARY L
PIERCE, DONALD
PIVONEY, STEVEN
POWELL, NOEL
RANSOM, CHARLES
RIVERA, LISA
RIVERS, LASONYA
ROODENBURG, CRAIG
RUDOLPH, LAWRENCE
SANABRIA, JORGE
SHANNON, KAREN
SLABODNIK, MARK
SMITH, WAVENE

STEPHENS, MONICA
STRAIN, MICHAEL
STRATON, DAVID
TRICOCHÉ, JOSEPH
VAUGHAN, JOHN
VESPUCCI, ROBERT
WATERS, ALAN
WENCLAWIAK, JOSEPH
WHITE, JEROME
WHITE, KEVIN
WILLIAMS, NORMAN
WILSON, JOHN
WOODS, BLAKE
YANG, YER
YOUNG, STEPHEN

25-Year Anniversaries

March 2009

ALLEN, JOHNNIE
BACON, REGINA
BROWN, DENNIS
EMERSON, ANITA
FUNK, DALE
GADSON, VALERIE
GARCIA, IRMA
LEA, BRADLEY
LEWTER, ESTHER
LOGAN, WILLIE
LUKOWSKI, LARRY
MARTIN, SHELLEY
MCMULLEN, RODMAN
MURTAUGH, DENISE
OLESEN, RAY
PILLEY, JAMES
RODRIGUEZ, SALVADOR
ROESNER, TIM
SENTINO, JOHN
TRIGGER, JAMES
URSIN, LAWRENCE

30-Year Anniversary

March 2009

AFFOON, WINSTON
ALVIES, RUDOLPH
BALFOUR, DOUGLAS
BATZOLD, DAVID
BECKETT, MARY
BONANNO, NANCY
BORRAYO, SYLVIA
BOWMAN, MARCIA
CHEATHAM, HARDIN
CROASMUN, EVERETT
D'AGOSTINO, VICTOR
FALCONER, FREDERICK
GRAVELY, ELEANOR
GUERINGER, GREGORY
HAMMEL, DENNIS
JENSEN, CARL
KROSS, JOSEPH
KRYNICKI, PETER
LING, YASMINE
MAZZURCO, DOMINICK
MEADOWS, GREGORY
MEJIA, LAURA
MITCHELL, SHERMAN
PING, JAMES
RENT, KURT
ROSS, GEORGE
SGRIGNUOLI, FRANCIS
STAFFORD, LINDA
STEWART, DANIEL
TALAMANTES, NORMA

TARALLO-SOTTILE, ESTELLE
TAYLOR, PAUL
THROCKMORTON, CLARENCE
TIETSWORTH, WILLIAM
VADEN, DAVID
WAGNER, VICTORIA
WELLS, JACK
WIERZBICKI, DONNA
WILSON, RICHARD
ZEIGLER, TIMOTHY

35-Year Anniversary

March 2009

ALLARD, ROBERT
ADAMS, LARRY
AD-DEEN, NAIM
ANDERSON, GEORGE
APPLEGATE, J
BAILEY, ALAN
BERRY, LLOYD
BLY, LARRY
BOBO, DIANE
BROYHILL, MARGUERITE
BRUNSON, THORNTON
CARTER, DEBRA
CHASTAIN, DENNIS
COGDILL, MICHAEL
COHEN, WENDELL
CUMBO, RONALD
DAILEY, CARLTON
DANNER, ULYSSES
DAVIS, JAMES
DENSON, SIMUEL
DO COTEAU, CHARLES

Employee Milestones

Congratulations to All of You!

ELLIOTT, LEVERTA
ETHERIDGE,
MARILYN
FORDHAM, MARIAN
FOWLKES, CHARLES
GABRIEL, BERWICK
GLASGOW, FRED
HANSON, EDWARD
HARVEY, HAYWARD
HERRIOTT, SHEILA
HUBBARD, JAMES
HUEBNER, RAE
JACKSON, ROBERT
JENKINS, LONNIE
JONES, LARRY
JUHL, DAVID
KING, KATHLEEN

LAMBERT,
ROMADELL
LEE, FELTON
LEVANDER, LINDA
LEWIS, BARBARA
LINSCOMB,
KENNETH
MACINNIS, FAYE
MARTIN, LOREEE
MCCLENDON JR,
CURTIS
MITCHELL, KIRK
MITCHELL, LEROY
MOORE, PRINCE
MYRICK, JAMES
NICHOLSON, BOBBE
PALMER, LARRY
PATTERSON, GARY
PECK, BONNIE

PIENTO, CAROL
POWELL, MICHAEL
RIGGINS, CHARLES
SHERLEY, RONALD
SMITH, MICHAEL
SOLOMON,
LAWRENCE
STEADMAN, JAMES
STEPHENS, HENRY
STEWART,
ANTHONY
STINEMAN,
DEBORAH
STOKES, JOSEPH
TALMY, RICHARD
THOMAS, DALE
THOMAS, GEORGIA
TOWNSEND, ODELL
VANCL, ROBERT

WASSERSTROM,
MARTIN
WATSON, WILLIE
WEIDERHOLD, FRED
WEYRICK, PATRICIA
WHITE, GREGORY
WILLIAMS,
ANTHONY
WILLIAMS, REGGIE
WILLIAMS, ROBERT
WOODSON, LINDA
WUJCIK, WALTER
YOUNGREEN, CARL

Retirees February 2009

ALBERS, PAUL
ASKEW, WILLIAM
BEDDIS, CHARLES

BOYCE, ROBERT
DAPP, ROBERT
HUGHES, GLORIA
KITZ, RICHARD
KOLETAR, LARRY
KOŁODZIEJCZAK,
LUCIAN
MURRAY, THOMAS
MUTH, JOHN
PARKER, CURTIS
PERRY, GERALDINE
SINGH, DEONARINE
SPRINGER, ROBERT
STEELE, GEORGE
STRANGE, J
WEISS, CYNTHIA

Front Line Focus

Dear Amtrak:

... We boarded the northbound *City of New Orleans* in Jackson, Miss., and it was during this journey to Chicago that we observed [Lead Service Attendant] Jessica Castile.

Although there was a large aggregation of passengers boarding, she remained amiable while expeditiously greeting and seating them. She continued to emote an aura of pleasantries during the 16-hour ride: answering queries, diplomatically dealing with those who appeared less than cooperative, offering assistance to passengers who were exiting the train, etc.

Jessica Castile is the personification of good public relations and an asset to Amtrak.

Respectfully,

City of New Orleans Passenger

Dear Amtrak:

... I arrived at Penn Station in New York with my wife and two children ready to visit my parents in Washington, D.C. ... I went to the Quik-Trak ticket machine to pick up our tickets — something I had done countless times.

I swiped my credit card and the machine said “no reservation.”

... I panicked! The line for the ticket booths was 50-plus people and the clock was ticking. ... [Ticket Agent] Dan Fleming walked over to some special console and checked the reservation — I had forgotten to pay for it after booking it by phone!

Through some miracle (to me), Dan was able to reinstate the entire reservation, including the trip back to New York. Please find some way to reward Dan for saving ... me and my family.

Respectfully,

Northeast Regional Passenger



National Train Day Highlights Green Initiatives

While National Train Day is known as a fun day, chock-full of exciting live musical performances, VIP appearances, giveaways and much more, it has become a great way to raise the profile of passenger rail as a viable travel option.

This year's events in Washington, D.C., Philadelphia, Chicago, Los Angeles, and other stations across the country, will build on last year's success — more than 200,000 "National Train Day" hits and media coverage equivalent to nearly 450 30-second TV ads — by presenting similar attractions and showcasing Amtrak's commitment to being a safer, greener and healthier railroad.

The National Train Day team is designing interactive exhibits featuring train travel as a greener way to get there and highlighting the role of train travel as an economic engine. The green exhibit will also shine the spotlight on Amtrak's multiple efforts to make travel more sustainable, from shifting to electric-powered train cars to examining ways to improve our supply chain.

For more event details and information on how you can "Discover the Rail Way at National Train Day," log on www.NationalTrainDay.com.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Please send address changes to your local
Human Resources office.

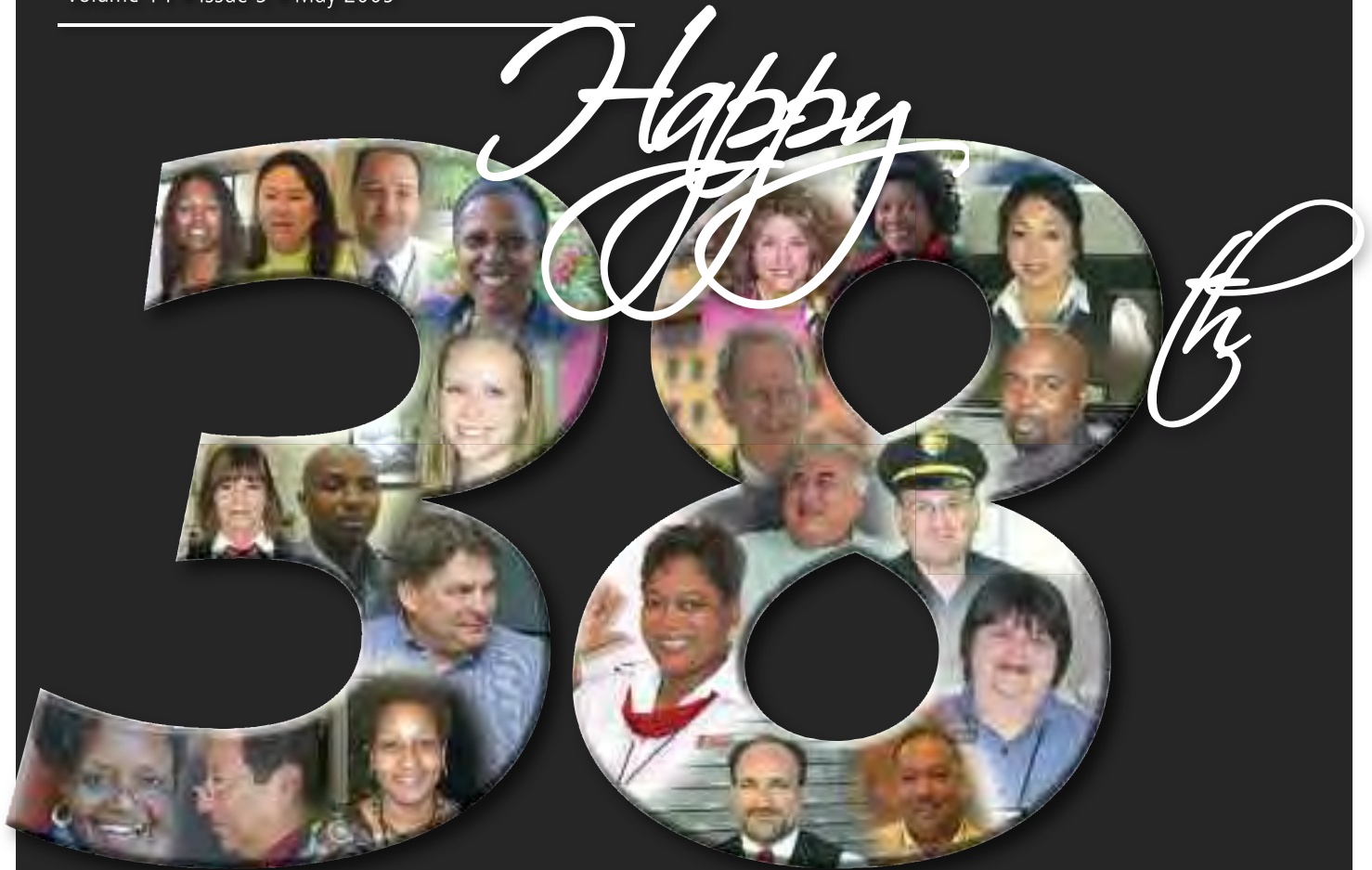
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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 5 • May 2009



CELEBRATING THE FACES OF AMTRAK®

AMTRAK® i n k

Vol. 14, Issue 5, May 2009

Quick Quotes • “Trainiac” Trivia



Congratulations to Jim Gordon, foreman II, Beech Grove Mechanical Facility (L.); Dianne Ross, manager, Uniform Programs (R.) from Amtrak Headquarters, Washington, D.C.; and Michael Schmidt, engineer, Facility Maintenance in Chicago (not pictured) for correctly answering the National Train Day trivia questions published in the April editions of *Amtrak This Week*.

Which city is hosting a major National Train Day event for the first time?

- a.) Washington, D.C.
- b.) **Philadelphia**
- c.) Chicago
- d.) Los Angeles

Which one of this year’s National Train Day performers sang at the 2008 Academy Awards?

- a.) Shemekia Copeland
- b.) Matt Costa
- c.) Rachael Yamagata
- d.) **Jon McLaughlin**

What is the name of the rail car that carried President Obama prior to his inauguration and will be on display in Washington on National Train Day?

- a.) **Georgia 300**
- b.) Dover Harbor
- c.) Cannon Ball
- d.) Greenwich Harbor

Inside

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***Employee Appreciation Day Photos:** Amtrak Ink extends a special thank you to the employee photographers and “models” who helped make the cover and story art on pg. 4 an example of our collaborative success. Here’s to Roger Bernabo, ticket agent, Ft. Worth, Texas; Elijah Brown, OBS manager, New Orleans, Aliza Douglas, senior officer, Employee Development, Wilmington, Del.; Gwen Fields, secretary, Jacksonville, Fla.; and Danny Abboud, operations manager, Jacksonville, Fla.*

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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train of thought

By the time you read this, I will have nearly completed three weeks of travel across the system. But as I write this today, I'm settling in aboard the *Capitol Limited*, kicking off my visit to a number of our locations, meeting many of you for the first time, riding trains and strengthening our relationships with our state partners and local communities.

This trip, I'll be visiting our stations or facilities in Seattle, Oakland, Los Angeles, the call center in Riverside, San Diego, Kansas City, St. Louis and Chicago. I'll be traveling aboard a number of trains, including the *Capitol Limited*, *Empire Builder*, *Coast Starlight*, *Pacific Surfliner*, *Southwest Chief*, *Lake Shore Limited* and *Empire Service*.

I've also scheduled meetings with state DOTs, as well as Sound Transit, Caltrain, and the Capitol Corridor Joint Powers Authority, among many others. And on our way to Seattle I'll be joining Sen. Jon Tester from Montana in Havre for a press conference in support of a national passenger rail system.

I prefer to walk around and meet people where they work; I'll also have a chance to talk to smaller groups of employees, attend the Employee Appreciation Day event in L.A., spend National Train Day in Chicago, and even join the San Diego crew base employees at their safety barbecue.

As I travel, I'll share with employees my quest for a safer, greener, healthier and better connected Amtrak and I'll put all that in the context of where we are today. These are positive, constructive and historic times for us. We have funding through the American Recovery and Reinvestment Act to advance capital projects that were otherwise on our ever-present backlog. In addition, the administration has made available \$8 billion in grants for high-speed and intercity rail, some of which we can apply for on our own, the rest of which we can pursue in conjunction with states. We're also eligible to apply for some FRA capital grants under the Passenger Rail Investment and Improvement Act of 2008.

While these resources put more control in the hands of states to improve or develop new rail corridors, we can bring knowledge, expertise and a high degree of professionalism to each potential partnership. This isn't just a matter of having resources available, it's about opportunities to seize. I know we're not used to this — this is a historic period for passenger rail — but we need to set our collective frame of mind to capitalize on the chance to make incremental improvements to our current system and lay the foundation for expanded corridors across the country. These are the changes we need to deliver for the future and we must show the country that we're up to the task.

With all this going on, we've also got to keep our focus on our work and on the safety of our co-workers. One of the issues I've been personally involved with is Operation RedBlock because it goes to the heart of who we need to be as an organization. I share the values it advocates — that we can change behaviors, that we're all responsible for one another's safety and well-being, that we must show enough humility to abandon ourselves to others' strengths because not one of us can run this railroad alone. The commitment to one another that ORB espouses is what leads us to a safer railroad and healthier individuals. I encourage you to read more about ORB in this issue.

I look forward to meeting more of you in my future travels in other regions of the country. In the interim, thank you for your support and keep working safely. ■



Joseph H. Boardman

Company Tips its Hat to Employees on Appreciation Day



President and CEO Joe Boardman designated May 1 as Employee Appreciation Day to celebrate the past accomplishments and future commitments of the more than 20,000 men and women who help make Amtrak a safer, greener and healthier railroad. Timed to coincide with the company's 38th birthday, the celebration took place across the entire system, with events at 39 stations and locations in 16 states.

"Employee Appreciation Day is just one gesture to show that I am committed to building an even better, more unified company," Boardman said in a March 30 *Special Employee Advisory*.

At many of the events, employees shared a 38th anniversary cake and were presented a certificate of appreciation to honor their contributions to the company's continued success. In keeping with being a safer, greener, healthier Amtrak, many locations provided information on a number of initiatives, including Operation LifeSaver; Operation RedBlock; the Employee Assistance Program; health screenings and advice on hearing conservation; and tips from local energy companies on creating a greener home.

The day also included, in some locations, hourly prize giveaways like gift certificates to local eateries and retail stores, along with details on employee discounts at vendors such as Carnival Cruise Lines, Hertz, Budget, Verizon, Nextel, Sprint and ProFlowers.com.

Copies of an employee reference guide were also made available to employees, highlighting the company's history, resources available to employees and other important information. In certain locations, members of the Executive Committee were on hand to meet and greet employees and answer questions.

In addition, employees donated canned, non-perishable food items and funds to local and national charities, including Feeding America, the nation's largest domestic hunger-relief charity.

"On a day when we celebrated our workforce, we also wanted to contribute to our communities and live up to our corporate social responsibility," said Carolyn Stagger, HR program manager, whose department coordinated with local employee committees to plan the first Employee Appreciation Day celebration. ■



Among the more than 20,000 employees celebrated on Employee Appreciation Day are (clockwise from top left corner) Antonio Conchola, machinist, Chicago; Kyle Simon, chef, New Orleans; Julie Soesbee, senior executive assistant, Washington, D.C.; Ruben Bravo, assistant superintendent, Road Operations, Los Angeles; Linda Woodson, EAP counselor, Jacksonville, Fla.; Amy Lo, secretary I, Riverside, Calif.; Randy Benfer, lead service attendant, New Orleans; Donesta Lay, ticket agent, Jacksonville, Fla.; Chris Streeter, service manager, Washington, D.C.; Tom Fortune, assistant superintendent, Road Operations, Jacksonville, Fla.; Larry Hutsell, ticketing/accounting clerk, Ft. Worth, Texas; Carolyn Keys, coach cleaner, New Orleans; Police Officer Kevin McMullen and K-9 "Dax", Washington, D.C.; Andrea Eichler, senior officer, Employee Development, Wilmington, Del.



President Obama Unveils Vision for High-Speed Rail

In what he has termed as “the most sweeping investment in our infrastructure since President Eisenhower built the Interstate Highway System in the 1950s,” President Barack Obama last month announced his plan to develop high-speed rail, which includes \$8 billion from the American Recovery and Reinvestment Act for passenger rail.

Citing economic expansion and responsible environmental development, administration officials pointed out that high-speed rail creates choices for travelers in addition to flying or driving and complements other modes of travel by helping reduce congestion. In addition, passenger rail reduces national dependence on oil, and fosters urban and rural community development.

The stimulus funds will jump-start the process by funding infrastructure projects that improve current service,

corridor capital programs and high-speed rail in 100-600 mile corridors that connect communities.

Amtrak may apply for ARRA funding for high-speed rail corridor development on its own and apply for other infrastructure projects in conjunction with states. Grants for projects will be awarded to those that are “shovel-ready,” have concluded environmental and preliminary engineering work, and emphasize job creation in the near-term.

“We applaud the major investment and higher-speed passenger trains called for by the President,” said President and CEO Joe Boardman. “We look forward to partnering with federal and state governments to advance new, faster and more frequent train service.”

The \$8 billion in funds made available through ARRA, combined with the \$90 million in grants made available to states through the

Federal Railroad Administration this fiscal year as a result of the Passenger Rail Investment and Improvement Act of 2008, provides states unprecedented resources and support for leading advances in passenger rail service.

In addition, the president’s FY 2010 budget proposes \$5 billion over the next five years for high-speed rail along federally-designated corridors. Those corridors include California, Pacific Northwest; South Central; Gulf Coast; Chicago Hub Network; Florida; Southeast; Keystone; Empire and Northern New England.

“Seizing the opportunity created by these programs will require Amtrak to embrace new methods, employ the highest levels of internal and external coordination, and augment state partnership efforts,” said Vice President, Policy and Development Stephen Gardner. ■

At the Beech Grove Maintenance Facility, Pipe Fitter Steve Cain connects an air line for the air brake system on a Superliner I Lounge Car 33016 that suffered damage in an April 2005 wreck in Home Valley, Wash. Cain’s work is part of a \$19.3 million project funded by the American Recovery and Reinvestment Act to return 21 long-distance cars to service. This car is scheduled for release to revenue service on June 15, just in time for the busy summer travel period.



Photo: Mike Milburn

New Progressive Maintenance Facilities Slated for L.A. and Hialeah

Amtrak is committing \$50 million in American Recovery and Reinvestment Act funds to construct new maintenance facilities in Los Angeles, primarily to service Superliner and *Pacific Surfliner* equipment, and Hialeah, Fla., to maintain Viewliner and Amfleet II equipment. The new facilities will replace the completely open-air environment in which Mechanical employees at these locations currently work.

The new facilities will house preventive maintenance (PM) activities. In Los Angeles 47 out of the 243 Mechanical employees conduct PM work; 75 of the 134 Mechanical employees at Hialeah are responsible for PM.

“With the enclosed work space, we’ll reduce exposure to any extremes in weather conditions,” said Terry Schindler, deputy chief mechanical officer. “We want to improve the efficiency and effectiveness of our employees by providing a better work environment.”

The facilities will span 50 feet wide and approximately 920 feet long, and will include a number of features to meet the Leadership in Energy and Environmental Design, or



Mechanical employees tidy up the exterior of a Pacific Surfliner train at the open-air maintenance facility in Los Angeles as part of the progressive maintenance program, which emphasizes a production line approach.

As in other maintenance facilities, the Los Angeles and Hialeah facilities will operate using a progressive spot approach that separates and standardizes work tasks in a production-line fashion. Standardizing the facilities’ production line improves labor productivity, decreases facility cycle time, increases fleet availability and delivers consistent quality repairs.

“Separating work tasks leads to the development of task experts, which in turn improves reliability,” said Schindler. “Every day that a car is not on the production line is another day that it can be used in revenue service.”

The Maintenance section of the new facilities will include inbound and outbound staging platforms that flank several work locations called “spots.” At each spot, various maintenance tasks are performed, ranging from 92- and 120-day inspections at spot 1, to equipment installations and testing at spot 5.

Unlike other similar facilities, the sites in Los Angeles and Hialeah will feature 35-ton, in-floor traversing jacks for removing and installing car wheels and truck assemblies. Existing locations use floor jacks that sit on top of the shop floor and are rolled under the car for this task.

Schindler added that the facilities will also include managers’ offices, work stations, a conference/training room, and a lunch area and locker room as part of a new Health and Welfare/Administration section. Work is scheduled to begin in August. ■



A Mechanical employee works outside on Viewliner equipment at the maintenance facility in Hialeah, Fla. The new enclosed facilities in Hialeah and Los Angeles are being funded with \$50 million from the American Recovery and Reinvestment Act.

LEED, standards for environmentally sustainable construction. “Redeveloping an existing site, implementing a recycling program, and reducing weather exposure are a few examples of how these facilities contribute to our safer, greener, healthier philosophy,” said Schindler.



LA Mechanical Department Injury Numbers Continue Downward Trend

Between 1990 and 2006, the Mechanical department in Los Angeles averaged 21 FRA-reportable injuries a year. In 1996 alone, there were 36 injuries in the department at the Los Angeles facility. Enter Dave Cowan, a 31-year Amtrak veteran, who reversed this trend almost immediately.

“To address the high number of injuries, I began by changing the way managers perceive and approach safety,” said Cowan, who has served as the department superintendent in Los Angeles since May 2005. “I then instilled the same thought in the rest of the workforce.”

Armed with a dogged determination to bring his division’s injury numbers down, Cowan began attending safety briefings at all shifts in the Los Angeles area, explaining to his group that everyone is responsible for safety.

“I discussed the potential for injury and how it affects the person and his or her family, and Amtrak secondarily,” he said. “I advised everyone of their own responsibility to prevent injuries, and that unsafe behav-

iors impact a condition of employment — safe work performance.”

Due to Cowan’s dedication and employees’ commitment to safety, the change over the last three years has been nothing short of phenomenal, as the number of injuries has dropped dramatically, from 15 in 2006 to seven in 2007 and only two in 2008. At press time, the division had experienced two reportable injuries in 2009.

Gary Boone, a carman at the 8th Street Coach Yard remembers a time during his 31-year Amtrak career when safety was barely on the agenda.

“Before Dave took the job, we only occasionally talked about safety in our job briefings, but with the mandatory safety briefings he implemented, we began stressing safety, discussing injuries and looking out for one another,” he said. “As weeks turned into months and into years, it all became second nature to us.”

“When I first joined Amtrak, we had several injuries every month, and when we get injured in our shop, it’s usually more than a simple sprained finger,” said

Machinist Jason Tanner, a 19-year employee. “Dave has taught us to look at a job before we tackle it, to survey the ground around us for any potential hazards.”

In addition, Cowan requires his managers to conduct weekly safety walkabouts.

“The safety walkabout findings are immediately addressed or referred to our colleagues in Engineering if their attention is required,” he said. “This alone demonstrates that we are serious about safety concerns and quickly addressing issues as they arise.”

As the number of reportable injuries declined, Cowan also instituted an employee incentive program, providing recognition to specific work sites and crafts that concluded a fiscal year free of injury. In FY ’08, each member of the department was recognized for his or her role in reducing reportable injuries to two for the year.

“This type of recognition goes a long way in sending the message that not only do we work safely for the well-being of ourselves and our families but that the effort is being noticed and appreciated by the managers in charge of operations,” said Cowan. ■

Stimulus Funds Accelerate Wilmington Station Restoration

On May 4, Vice President Joe Biden and Delaware Sen. Thomas R. Carper, along with a contingent of other elected officials and Amtrak executives launched the restoration of the train station in Wilmington, Del., one of the oldest and busiest stations in the system. The project, slated for completion by February 2011, is among the company's capital projects to receive funding under the American Recovery and Reinvestment Act.

Biden, Carper and the other members of the Delaware congressional delegation — Sen. Ted Kaufman (D.) and Rep. Mike Castle (R.) — were joined by Delaware Governor Jack A. Markell, State Transportation Secretary Carolann Wicks, Wilmington Mayor James M. Baker and U.S. Department of Transportation Deputy Regional Administrator Reginald Lovelace. Vice President, Government Affairs and Corporate Communications Joe McHugh led the Amtrak contingent. Construction is scheduled to begin later this summer.

Construction work on the project includes installing new concrete curbing, glass stairwell enclosures, canopies, an ADA-compliant raised platform on Track 1, replacing track bed waterproofing, exterior building restoration, sidewalk brick repair and repairs to the platforms' underside. Per an agreement with the Delaware Department of Transportation, Amtrak will provide 60 percent of the funds for the project, with the remaining 40 percent — approximately \$12 million — from DelDOT.

"Today's ceremony is near and dear to my heart. I am so proud to see Recovery Act funds taking care of critical needs here at the station and putting people to work," Biden said.

Carper added, "This restoration project will improve the integrity and the beauty of this historic train station. Preserving

our history while moving forward with 21st century technology is exciting for Delaware."

"It's one of our top priorities to repair this historic and vital company asset as well as other parts of our infrastructure," said McHugh. "This has been a true team effort with a group of us representing all of the stakeholders, working through all of the ups and downs, persevering and now handing the brass ring off to the contractor. This is a great group of people to work with."

The Wilmington station project is expected to preserve or create 84 jobs over the next two years, primarily construction-related.

Providing a facelift for the Wilmington station has both historical and economic implications.

Listed on the National Register of Historic Places, the 100-year-old station is one of three railroad buildings in the area designed by renowned architect Frank Furness, along with the adjacent Pennsylvania Building and the Baltimore & Ohio Water Street depot.

Extensive work is going into maintaining Furness's Victorian-style vision while adding all of the required upgrades and repairs.

"All remaining original portions of the exterior of the station that are salvageable will be painstakingly restored to the U.S. Interior Department's preservation standards," said Joe Rago, director, Station Programs.

Concurrent with the renovation of the exterior of the station, Amtrak will renovate the interior of the station. This work includes the refurbishment of the first and second floors, installation of a new heating and air conditioning system, and new plumbing and electrical systems. Second floor waiting rooms and other spaces on the second floor will also be restored. ■



Photo: Doug Riddell

At the groundbreaking event, Vice President Biden lauds the Wilmington station restoration as good for Delawareans and good for America.

National Police Week: A Time for Remembrance and Training

As part of National Police Week this month, a nationwide commemoration of fallen officers that takes place annually in Washington, D.C., the Amtrak Police Department not only joins thousands of its brethren to mark the occasion, but it also holds its annual staff and training conference. The three-day event, May 13-15, includes ceremonial events, keynote

addresses from noted experts in law enforcement and academia, and workshops. Training topics this year range from leadership development to decision making to protecting against identity theft.

"Agencies from across the country, as well as the world, are in Washington, D.C., participating in memorials and events honoring law enforcement officers who have died in the line of duty," said Amtrak Police Chief John J. O'Connor.

"These interactions form lasting partnerships and provide an opportunity for our partners to appreciate the work of APD officers."

O'Connor added that APD commanders and detectives use the occasion of National Police Week to discuss best practices and share regional experiences that may have a national impact.

The training includes a session solely for APD commanders that will highlight the role of leadership in shaping the police force's strategy, motivation, mission and culture.

"In this approach to leadership, which we may deploy across the entire force, the focus is on combining the right people with a strong resolve to meet our goals for organizational

success," said Capt. Brian P. Ravert of the APD Training Unit.

This training session will be facilitated by the Center for Public Safety, Northwestern University.

Placentia (Calif.) Police Chief Jim Anderson will lead a discussion for both commanders and detectives on a crucial component of policing: making good decisions. "In law enforcement, proper decisions can save lives, build relationships and enhance careers," Ravert said. "We will augment our existing skills in this area to better protect and serve the Amtrak public."

Lastly, Amtrak detectives will discuss various aspects of identity theft, one of the fastest growing crimes in the world. Assistant U.S. Attorney Richard Goldberg will highlight how an identity theft ring works and its weaknesses, as well as the role of businesses and government in protecting consumers.

"All in all, this training provides Amtrak with a more professional and capable police force, one that is grounded in sound and effective law enforcement principles," Ravert said.

In addition to the training sessions, APD members will conclude Police Week by witnessing a wreath laying at the National Law Enforcement Officers' Memorial on the National Mall. The APD Honor Guard will also participate in the 14th annual Emerald Society and Pipe Band March. ■



Photo: P.O. Harry Barnes

Amtrak Police Lt. Richard Ronaldo leads the APD Honor Guard during last year's National Police Week activities.

APD Officer Lends Post-Delivery Assistance

Assigned to the New York Division at New York Penn Station, Amtrak Police Officer Karen Schrof recently played a key role in the delivery of a seven-pound baby boy in the station by taking the lead in providing post-delivery care to both mother and child. For her extraordinary efforts, Officer Schrof was selected as the March Officer of the Month in New York and nominated for an APD Exceptional Achievement medal.

"Upon my arrival on the scene, I observed a New York City police officer supporting the baby's head," said Station Action Team Coordinator Gary Hearn. "I requested emergency medical services and a response from APD, and Officer Schrof responded."

Although the baby was fully delivered when she arrived, Officer Schrof immediately took charge to ensure that the infant's airway was unobstructed, allowing him to breath on his own. She also applied sterile dressings and prepared a disposable blanket to keep the baby warm. Because no clamps were readily available, Schrof improvised by using cling-type gauze to clamp and cut the umbilical cord.

"I was doing what I had to do, but later when we found out that mother and child were OK, I was very happy," said Officer Schrof, who also works as an EMT in her hometown of Spotswood, N.J.

"Officer Schrof is a professional and dedicated employee who always has an eye on safety," reported Deputy Chief Curt Hart, Schrof's commander in New

York. "It was no surprise to me that her quick reaction was a big part of this successful outcome."



Day In the Life: Breakfast with LSA Will Johnson

Acela Express Train 2104 pushes off from Washington Union Station at 8 a.m. headed for New York, but Lead Service Attendant Will Johnson is busy long before the scheduled departure. Working in the First class car, he uses his comprehensive knowledge of all phases of food and beverage service to ensure that his passengers receive and enjoy their complimentary meals in a manner consistent with the company's standards.

In March, Johnson served nearly 450 First class passengers; making each of them happy starts well before the first passenger is seated.

"The most important thing for an LSA to remember is to be prepared before leaving the station," says Johnson, in a respectful tone laced with "Yessirs" and "Mister." "After that, we can focus on providing the best customer service possible."

After beginning the day as part of a crew briefing, Johnson verifies proper delivery of provisions, inventories the provisions for accuracy, and reports any discrepancies for corrective action. Then, he and On-Board Services Trainee Fred Walker, conduct FDA-mandated temperature checks on food items in their section to ensure that the temperature remains in the 31 to 41 degree range.

This pre-departure check is augmented by a steady stream of fellow employees — from Conductor Kourtney Jones to OBS Manager Phyllis McClinton to NEC Service Operations Assistant Superintendent Milt Lundy — each doing their part to make sure Johnson and Walker are fully

prepared to execute their food service without a hitch.

"It's like a series



As the lead service attendant in the First class Acela Express car, Will Johnson ensures that passengers receive exceptional food and quality service.

of checks and balances," says Johnson, "to double and triple check things like cleanliness or uniform compliance. We're all here to help each other."

Prior to departure from Washington Union Station, Johnson busily prepares to take breakfast orders. By taking the breakfast orders

immediately upon seating, the majority of the passengers are served before reaching the first stop on the way to New York. Although an overnight manifest indicates only four First class passengers for the jaunt to the Big Apple, experience tells him that morning purchases at the ticket counter and Quik-Trak machines may double his passenger count.

No sooner than he talks of doubling his passenger count, in walk his four expected guests. A few minutes later, four more passengers board, raising the passenger count to eight and confirming Johnson's almost psychic feel for how First class works on the *Acela*.

Anticipating the surge in First class passengers, Johnson has already prepared an adequate number of breakfast items, including Portabella mushroom omelets with apple-smoked sausage, blackberry breakfast bread pudding with vanilla sauce and seasonal fruit plates with yogurt.

"Again, the key is in the preparation," he says.

“The most important thing for an LSA to remember is to be prepared before leaving the station.”





Shown here with OBS Trainee Fred Walker (R.), Johnson strives to serve breakfast to his Washington-New York passengers before the train arrives in Baltimore.

Despite serving twice as many breakfast selections, Johnson still achieves his goal to have his passengers fed and comfortable within the first 25 minutes of leaving D.C.

“I take their breakfast orders by the time we reach New Carrollton [Maryland],” says Johnson, “and I’m finished by Baltimore, offering the second and third cups of coffee.”

Although Johnson is just one First class LSA among many, his attention to detail,



Johnson shares a light moment with First Lady Michele Obama aboard the Whistlestop train that brought the First Family to D.C. for the inauguration.

preparation and friendliness — he introduces himself to each passenger and calls them by name — have undoubtedly contributed to increased Customer Service Index scores for the *Acela Express* service. Year-to-date CSI scores (through February) for friendliness and helpfulness of food personnel is 80 percent, up 3 percent from last year. The overall CSI score for *Acela Express* is 83 percent, up five points from last year, and equal to the FY '09 goal.

“He’s the best in the business; just unbelievable,” says Assistant Conductor John Faith.

Johnson’s immediate supervisor McClinton agrees, adding that his exemplary performance has led to special duty on Amtrak’s 10001 Beech Grove business car and aboard the Whistlestop train that brought President Barack Obama and Vice President Joe Biden to Washington in the days preceding their swearing-in.

“It was a great feeling to be part of the presidential car and a part of history,” says Johnson, who has served other VIPs like Alan Alda, Sean Penn and Pat Sajak. “But, regardless of status, my commitment is to providing a great traveling experience for all of my passengers.”■

“It was a great feeling to be part of the presidential car and a part of history.”

National Train Day Dazzles Crowds Two Years in a Row

America's love affair with passenger rail was in full bloom again this year as thousands of "trainiacs" celebrated National Train Day on May 9 at large-scale events in Washington, D.C., Philadelphia, Chicago and Los Angeles, and at many more locally organized events in communities nationwide. Across the country, the day's events — themed "Discover the Rail Way" — highlighted the wonders and benefits of rail travel.

"Train travel is deeply rooted in the fabric of our culture and shows great promise as part of the country's transportation future," said Chief Marketing Officer David Lim. "Our National Train Day exhibits showcased both the proud and historic legacy of the train and its future as a safer, greener, healthier way to travel."

At each of the major event venues, activities included:

- AmtraKids Depot, with appearances by the Radio Disney Road Crew where kids and former kids enjoyed music, a dance party, interactive games, magic acts, face painters, educational hands-on activities and giveaways.
- Go Green Express, a 10-foot-by-10-foot interactive "eco-exhibit" highlighting the environmental benefits of rail travel, and featuring appearances by ARTE, Amtrak's Environmental Engineer mascot.
- Trains Move Our Economy, a large scale six-sided exhibit with a plasma video screen showing the impact of high-speed rail development in creating jobs and linking communities.
- J. Craig Thorpe Gallery, a collection of works by the renowned rail artist, featuring trains in rural, urban, wilderness, and future settings, including an Amtrak-commissioned painting of the artist's vision of electrified passenger and freight service on the Chicago-St. Louis line. The painting was also available for sale as a signed poster.
- Model train displays throughout the stations.
- Train equipment displays, including historic private cars, commuter and freight cars and Amtrak equipment: The Georgia 300, President Obama's historic inaugural private train car in Washington; *Acela Express* in Washington and Philadelphia; Superliner equipment in Los Angeles, Chicago and Washington, and single-level equipment in Washington and Philadelphia.
- Amtrak Ambassador Corner, which included a select team of engineers, conductors, and chefs

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This Month in Amtrak History

MAY

May 1, 1970

The Rail Passenger Service Act of 1970 is introduced, with the U.S. Senate approving it 78-3 on May 6, 1970. President Nixon signs the final version of the bill that fall, and the National Railroad Passenger Corporation is born. (Amtrak begins operations exactly one year later, May 1, 1971.)

May 26, 1977

With work beginning on 25 sleepers, the Heritage Fleet program is instituted to convert older cars from predecessor railroads to head-end power from steam heat. Head-end power is the use of electricity produced by generators in the locomotives for lighting, heating and air conditioning. The work was completed in the mid-1980s.

May 9, 1980

The first AEM-7 electric locomotive enters service on the Northeast Corridor. Because of their box-like appearance, they are referred to as "toasters" by railfans.

New Timetable in Effect This Month

Schedules for NEC Available on Amtrak.com

The 2009 Spring/Summer System Timetable has been shipped to stations across the country and became effective on May 11.

“A number of minor adjustments are taking place across the country due to fuel conservation or performance improvement initiatives,” said Ted Tryon, senior scheduling officer in Wilmington, Del. “But, the most significant initiatives involve track work along the Northeast Corridor.”

Amtrak, CSX Transportation, Metro-North Railroad and New England Central Railroad are each conducting extensive track maintenance projects in the Northeast, which will result in several schedule changes through the summer and into September. Affected routes include *Acela Express*, *Northeast Regional*, *Adirondack*, *Empire Service*, *Ethan Allen Express*, *Maple Leaf*, *Keystone Service*, *Pennsylvanian*, and *Vermont*.

“Schedules for many trains operating throughout the Northeast will not be published in the 2009 Spring/Summer System Timetable,” said Marketing Officer Ann Owens. “We will resume printing of Northeast train schedules in our system timetable and as individual schedule cards, effective with the Fall/Winter 2009-2010 System Timetable.”

In the meantime, Owens added that up-to-date schedules are currently available for downloading and printing on Amtrak.com. Passengers are also being advised of the schedule adjustments via station and on-board announcements, station notices and seat drops on certain routes.

Other changes across the country that are part of the new timetable include a minor timing adjustment on the *Capitol Limited* between Pittsburgh and Chicago. Train 30 will leave Chicago 15 minutes earlier. *Lake Shore Limited* Train 48 will leave Chicago one hour earlier for passenger convenience, according to Barbara Bruce, senior scheduling officer.

A minor adjustment is also taking place on the *Piedmont* and *Carolinian* services to fit with expanded service expected to roll out in the fall. Train 73 will depart Raleigh, N.C., 10 minutes earlier than currently scheduled; Train 74 will depart Charlotte, N.C., 25 minutes earlier. Ten minutes are temporarily being added to Train 79 in Greensboro, N.C., until work to install double track is completed in the area.

One or two minutes are also being added to the schedules of *Crescent* Trains 19 and 20 between New Orleans and Atlanta. The *Texas Eagle* will depart St. Louis 35 minutes earlier, arriving in Chicago 15 minutes earlier to improve its meets with other trains that operate on the corridor. ■

Photo: Steve Carter

The cover of the 2009 Spring/Summer System Timetable captures an Amtrak Cascades® train as it passes the Steilacoom, Wash., ferry dock at Puget Sound, en route to Olympia, Wash., and Eugene, Ore.

Border Security Requirements Revised Between U.S. and Canada

Effective June 1, all Train and Engine and On-Board Service employees who work on trains, or may work on trains, that cross into Canada will be required to have documents compliant with the Western Hemisphere Travel Initiative established by the U.S. Departments of State and Homeland Security. This requirement applies to T&E employees in the Albany, Buffalo and Niagara Falls, N.Y., and Seattle crew bases; and to OBS employees in the New York and Seattle crew bases.

Acceptable travel documents include a U.S. passport, a U.S. passport card or a state-issue enhanced driver's license. At an initial cost of \$100 (renewals are \$75), a passport is valid for all types of travel for a 10-year period. The passport card is valid for land and sea travel only between the U.S. and Canada,

Mexico, the Caribbean region and Bermuda for a 10-year period. The initial cost is \$45; renewals are \$20. The enhanced driver's license is issued by the state for land and sea travel only. The cost is the price of a driver's license renewal plus \$15 in Washington State; \$30 in New York State.

Employees traveling into Canada should immediately begin the process to obtain one of the required documents.

Initial costs must be incurred by each employee, who should subsequently submit a receipt to Amtrak for possible reimbursement.

For more details on the border security requirement, refer to OSA 09-06 on the Intranet at "How We Work" → "Operations Standards" → "Operations Service Advisories." ■

Amtrak and Disney Launch Train Tour

Leveraging the brand strength of Amtrak and Disney Studios, a new four-car "interactive experience" train will begin touring the country on May 21 to promote Disney's new movie, "A Christmas Carol." For the six-month, 40-city, 16,000 mile tour, Amtrak will provide two locomotives, Train and Engine crews and other support staff to operate the train from Los Angeles to New York. Amtrak will be featured, along with major sponsor HP, in the train tour title: "Disney's A Christmas Carol Train Tour, Technology Provided by HP and Driven by Amtrak."

At each stop, usually on weekends, the tour will include a morning press



conference and a free three-day program to simulate the new 3-D animation technology used in the movie. At the conclusion of the train tour, guests will be led in to an inflatable tent to enjoy a 10-minute sneak preview of "A Christmas Carol," directed by Robert

Zemeckis and starring Jim Carrey.

"Given the strength of Disney's brand and reputation for executing spectacular events, the tour offers tremendous marketing value," said Emmett Fremaux, vice president, Marketing and Product Management. "The station-based events enable us to promote our stations and services."

Fremaux added that the tour, for which there was a sneak preview during the May 9 National Train Day activities in Los Angeles, will extend NTD's "Discover the Rail Way" theme from coast to coast for the next six months. The Disney Train arrives in New York on Nov. 1.

"We will participate in the press events and be on site to market Amtrak to what should be many newcomers to the trains and stations," he said. "Obviously, it's a huge marketing partnership for us." ■

Operation RedBlock Turns 20

Developed in 1988 by the labor unions that represent Amtrak employees, Operation RedBlock is a program that encourages employees to aid co-workers in confidentially seeking assistance for substance abuse problems.

According to ORB procedures, employees impaired by drugs or alcohol and who cannot report for work are encouraged to call a toll-free number 1-800-44-RBLOC and “mark off” as “Operation RedBlock.” If an employee is observed on the job as unfit to work, co-workers should advise the employee to mark off. If the impaired worker places the call or requests a co-worker to mark them off, the reason provided is an Operation RedBlock procedure. No further action is taken by the company.

The ORB procedures were created for the common welfare of all employees and to provide a safe workplace.

According to Operation RedBlock Director Bobby Bonds, ORB is an attitudinal change from the natural human instinct to ignore the behavior of someone impaired by drugs or alcohol on the job. “I am my brother’s or sister’s keeper, with an obligation to honestly confront my peers about their safety and their well-being.”

“John Doe” knows the power of ORB firsthand. At one point, with his personal relationships frayed, he felt his life was at a dead end. “My answer was to drink and it worked; every day,” he said. “Everyday, I got a fifth of whiskey, a

pack of cigarettes and some lottery tickets, and went home and watched TV.”

After a couple of workplace interventions, one in which he said he reeked of the previous night’s booze, “John” finally took advantage of Operation RedBlock.

“I kept telling myself that I didn’t want people to know,” he said. “But, my brother told me ‘They already know.’”

“John” added that, when he sought help, “Operation RedBlock told me, ‘We’re not concerned with just saving your job right now. We’re first concerned

about your life.’”

At this point, “John” is 12 years sober, his relationships with family and friends are strong and he acts as an ORB peer counselor

to help his co-workers navigate similar pitfalls that come with drug and alcohol abuse.

“Operation RedBlock is successful because we take care of each other,” according to Electrician Paul Salido, who works at the 8th Street Coach Yard in Los Angeles and serves as chairman of Local 946 of the International Brotherhood of Electrical Workers. “As the local union chair, I consider it a blessing to be able to afford this opportunity to my people.”

Both management and union employees seem poised to continue striving toward the mutually beneficial goals of the program.

“We are reenergized for the next 20 years of the program,” said Labor



Relations Vice President Joe Bress. “The past year or so, when we were busy in negotiation sessions with the unions, that was a difficult time, but Operation RedBlock continued to operate and it worked. We continued to fund the program and engaged in the company-sponsored training for the program volunteers.”

Bonds added that he is warmed by the enthusiasm President and CEO Joe Boardman has brought to the table in his first few months on the job.

“Operation RedBlock is about commitment, integrity, inclusion not exclusion, perseverance and change,” said Bonds. “Boardman made it very clear that he wanted these same values in the workplace, which represents a significant sea change from our recent past.”

Twenty years have passed since the first ORB mark-off, according to Bonds. In addition, since ORB’s inception, there have been no “line of duty” fatalities resulting from drug or alcohol abuse, and not a single derailment that met the threshold for post-accident testing was attributable to drugs or alcohol.

For more information about Operation RedBlock, log onto the Amtrak Intranet via “Employees” → “Operation RedBlock,” or visit www.redblock.com. ■

“ Operation RedBlock is successful because we take care of each other. ”

NTD Recap

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on hand to tell stories, answer questions, and give kids and families a chance to hear how the railroad works from the real experts.

- Vendor and partner booths included Operation Lifesaver, National Park Service, NARP, convention and visitors' bureaus and travel partners.
- Train Day Trading Post (Merchandise Kiosks) offered premium giveaways and merchandise on sale highlighting National Train Day and the 2008 Route Performance Initiative routes — *Coast Starlight*, *City of New Orleans*, *Empire Builder*, *Crescent*, and *Auto Train*.

Hosted by “American Idol” judge and NTD spokesman Randy Jackson, the Washington, D.C., event was headlined by American soft rock/pop singer and songwriter Vanessa Carlton and Grammy-nominated R&B singer and pianist Karina Pasian. In Philadelphia, pop and rock singer-songwriter Jon McLaughlin performed his Oscar-nominated song “So Close,” and shared the stage with up and coming singer/pianist Rachael Yamagata. Blues singer Shemekia Copeland and R&B artist Unique performed in Chicago. Singer-songwriter Matt Costa and Latin sensation Chana dazzled the crowds in Los Angeles.

As a component of the NTD event, Amtrak hosted and recognized five Pullman porters ranging from 86 to 95 years old at a tribute in Philadelphia. The A. Philip Randolph Pullman Porter Museum exhibit was on display throughout the day. Dr. Lyn Hughes, author, founder and curator of the museum was the keynote speaker and one of the porters gave brief remarks during the recognition ceremony.

In the weeks leading up to the May 9 celebrations, National Train Day also gained traction with the public through its promotions. From March 16 through May 8, Amtrak Guest Rewards® members earned double points on each of the first four Amtrak trips and triple points on additional trips. Members also gained quadruple points for any trip taken on National Train Day itself. In the two weeks leading up to NTD, new social media applications on nationaltrainday.com gained a large following under the banner of “Trainiacs Unite,” which supported interactions with FaceBook, Twitter, Flickr, and YouTube. This allowed participants to spread the word and engage their online communities in expanding NTD recognition. ■

Crescent 30th Anniversary Special Event Part of NTD Festivities

As part of the May 9 National Train Day events held across the country, Amtrak commemorated the 30th anniversary of its historic *Crescent* service with a special event in New Orleans and smaller festivities at stops along the train's route in Atlanta, and Meridian and Hattiesburg, Miss.

The event at the New Orleans Union Passenger Terminal included exhibits, a display of current Amtrak equipment and historic private rail cars, and a performance by Southern rock band Scott Miller and the Commonwealth. Amtrak-commissioned art by graphic artist Michael Schwab depicting the *Crescent* was used on advertising, posters and other materials celebrating the *Crescent's* anniversary.

Between October 2008 and February 2009, more than 108,000 passengers traveled along the 30-hour *Crescent* route between New York Penn Station and the New Orleans Union Passenger Terminal, accounting for \$10.3 million in revenue.

With a history that goes back to 1891, Amtrak's *Crescent* is a descendant of the famed Washington & Southwestern Vestibule Limited. The “Vestibule,” as it came to be known, was the first train to feature enclosed vestibules making the walk between cars much more pleasant, particularly during bad weather. ■



Promotions in Motion

Amtrak Joins Mets at Citi Field's Acela Club

Amtrak and Major League Baseball's New York Mets recently announced a multiyear marketing and promotional partnership at Citi Field, the Mets' new stadium.

As part of the partnership, Amtrak now has branding rights for *Acela Club*, the stadium's 350-seat restaurant overlooking left field. This multitiered, climate-controlled *Acela* restaurant at



the stadium provides uninterrupted views of the baseball diamond and showcases a fine-dining experience from Drew Nieporent's Myriad Restaurant Group, which operates such famous New York City eateries as Tribeca Grill and Nobu's.

"The new *Acela Club* provides Amtrak with an exceptional opportunity to reach customers in New York City, our largest market," according to David Lim, chief marketing officer. "The popularity of the Mets, combined with the popularity of our *Acela Express* service is a home run."

The partnership with the Mets features *Acela* branding, including rotational signage and identification throughout Citi Field. The Mets will also incorporate *Acela* into its marketing and media assets, including Mets publica-

tions and in-game programming features.

Catch A Ride to Hollywood with Dr. Doolittle

The Dr. Doolittle Million Dollar Mutts Sweepstakes began on May 1 as Amtrak and Twentieth Century Fox Home Entertainment partner to give away prizes, including a trip to Hollywood for a family of four — two adults and two children — via an Amtrak Vacations package; picnic baskets with blankets; and ARTE plush toys with the Dr. Doolittle DVD collection.

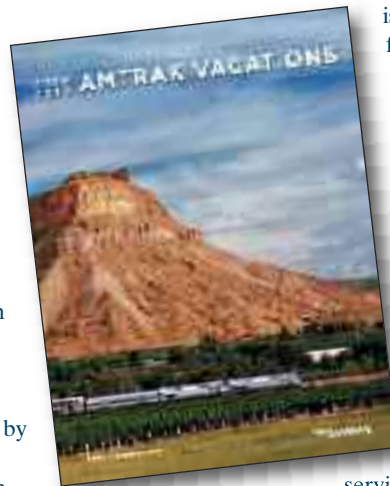
The sweepstakes, which runs through June 30, launched the May 5 release of the "Dr. Doolittle Million Dollar Mutts" Blu-Ray and DVD, which also includes an insert featuring the Amtrak "Kids Ride Half Off" offer.



2009-2010 Amtrak Vacations Brochure Now Available

Featuring vacation packages in more than 40 U.S. and Canadian destinations, the Amtrak Vacations Brochures is now being distributed to stations, reservation offices, Field Marketing, travel agents and consumers. Additional brochures can be ordered directly from Western Folder, via Amtrak.com, Amtrakvacations.com or by calling

800-AMTRAK-2 (consumers) or 866-3-AMTRAK (travel agents).



Amtrak Vacations has contracts with more than 350 hotels, resorts and lodges, as well as more than 600 tours and attractions, including major theme parks and dinner cruises. Sample prices in the brochure are in effect through March 2010.

Kids Ride Auto Train for Under \$20

Families can now take a ride on the *Auto Train* and bring the kids along for under \$20. Beginning June 1, kids ages two to 15 travel for \$19 on Amtrak's non-stop train between Lorton, Va., and Sanford, Fla. Reservations may be made now until June 5, for travel between June 1 and Aug. 31.

With the Amtrak Kids Ride for \$19 promotion on the *Auto Train*, which carries passengers and their automobiles, two children may travel for \$19 when accompanied by a full-fare paying

adult. The *Auto Train* is a great way for families to travel and avoid the hassles of the highway, but still have their car when they arrive at their destination. The *Auto Train* also carries motorcycles, trailers and small boats.

The *Auto Train* offers one daily departure in each direction, with non-stop service between Lorton, Va., near Washington, D.C., and Sanford, Fla., near Orlando. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversaries April 2009

ABRAMS, CARLEEN
ALLEN, DONNA
ALLEN, KAREN
ARCHIBALD,
WESLEY
BANE, BILLY
BARRETT, CYNTHIA
BORZILLO,
KIMBERLY
BRAVO, REUBEN
BYRD, KEVIN
CALTON, PATRICK
CARSON, ROBERT
CASTRO-LEON,
MARIA
COLES, JOHN
COX, LAURENT
DALCERRO,
CHRISTOPHER
DANIELL, DOUGLAS
D' COSTA, COLIN
DEMPS, ALFONSO
DESPINOSSE, PETER
DIGGS, STEPHANIE
DILLON, DIANE
DREW, THOMAS
DUBUQUE, PAUL
EANES, KENNETH
EMMONS, ANDREW
EMOND, PHILIP
FIERRO, JOE

FOLDETTA, FRANK
GLASS-IACONELLI,
DALE
GORSKY, JAMES
GRAFF, ROBERT
GRAHAM, ROBIN
GRYM, KENNETH
GUSTAFSON, DANNY
HARRIS, PAUL
HASTINGS, KENTON
HEILIG, JEANNIE
HENDERSON, EDWIN
HERRING, HERMAN
HIGHFILL, LARRY
HILL, GREGORY
HOLT, SELICIA
HORNUNG, ERIC
HUNTER, MARK
JOHNSON, CEPHAS
JOHNSON, SIBYL
JOINER, JACKIE
LETT SOME, GERWYN
LILLIAN, NARCISSUS
LOMAX, LEROY
LONG, JOHN
MC NARY, BARBARA
MCKINNEY, KEVIN
MILLER, DENNIS
MOODY, RANDY
MORGAN, DENNIS
NORMAND,
CHRISTOPHER
PAYNE, JEFFREY

POUGH, SCHEZEL
POWERS, ELIZABETH
PRIESTER, STEVEN
REEDER, JILL
REID, DARRELL
RITTENHOUSE,
EDITH
ROBERTS, TARLINE
ROGERS, FRANK
ROMERO, JAIME
SCHMIDT,
RAYMOND
SHAW, BILLY
SIMPKINS, HAROLD
STEWART, MICHAEL
SWAIN, STANLEY
THORNTON, JAMES
VENTIMIGLIA,
DUANE
WALKER, ROBERT
WALLACE, CLYDE
WERCKENTHIEN,
RON
**25-Year
Anniversary
April 2009**
ALLEN, JULIE
ALMARAZ, MARSHA
BARBARIN,
CASSANDRA
BAYLOR, PATRICIA
BONNER, LARRY
BOSSLE, JOHN

BRAGGER, JAMES
BRIGHT, EOLYAND
BROWN-
IHEKWOABA,
LEVERNE
COLLINS, KENNETH
CROUCH, LARRY
DAVIS, SHARON
DENNER, JORDAN
ELLIS, CLARENCE
FIELDS,
GWENDOLYN
FRENCH, PAUL
GIST, DAVID
GRIFFITH, DAVID
HARDY, LINDBERG
HENRY, DARLENE
HORN, JESS
HURST, KENNETH
INGRAM, CHARLES
JAMES, FRANK
KANE, MATTHEW
KRAUS, KARL
MARTINO, TIM
MCBRIDE, ANDREW
MCKIERNAN,
CHRISTINE
NOWICKI, ADAM
OLSSON, KURT
PINKNEY, ALICE
POWERS, GARY
ROBINSON, WILLIAM

ROCHFORD,
THOMAS
SALES, WILLIAM
SPRINGER, JOHN
SULLIVAN, PETER
TOLSON, GERALDINE
TROXELL, JAMES
ULASZEK, DALE
VOGEL, EDWARD
WESTFIELD, TONI

30-Year Anniversary April 2009

ALVAREZ,
FRANCISCO
BELL, RUBEN
BRYANT, GARY
COLVIN, MICHAEL
DAVIS, JEFFREY
DE MAR, WILLIAM
EDWARDS, GORDON
FOX, JOHN
GOLDSMITH,
MICHAEL
HOELER, DEBORAH
JOHNSON, HERBERT
MC GINLEY,
MICHAEL
MULLER, MARY
MURRAY, DANE
O MALLEY, JOHN
PAULSEN, GERALD
PAYNE, FRANK

Employee Milestones

Congratulations to All of You!

PULLEY, JACK
ROBINSON, KAREN
SPURLOCK,
HERMON
TOLLER, JERRY
TURK, JOHN
WILLIAMS, SANJEAN
YOUNG, SYLVIA

**35-Year
Anniversary
April 2009**

ABBOUD, DANNY
ABRAM, WALTER

AHING, REUBEN
ALLEYNE, ROBERT
BAGGETT, MICHAEL
BANKS, LOIS
BAPTISTE, MICHAEL
BUTLER, BRENDA
BYFIELD, ALVIN
CHARLOTTEN,
PATRICIA
COSEK, JOYCE
CRAIG, GEORGE
DICKINSON,
SANDRA

ESHELMAN, DUANE
FARMER-OLIVER,
DIXIE
GREUBEL, ROBERT
HALL, JOSEPH
HIRSCH, IRVIN
HUCEK-TATAR,
JANET
LA COLLA, FRANCIS
LOPEZ, EDILBERTO
MARREN, WILLIAM
PENDERGRASS,
MARVIN

PITTMAN, IRMA
POINDEXTER,
SHEILA
SIMONS, EDWIN
SIRLES, JOANN
SMITH, RANDALL
STINEMAN, ROBERT
VANWHY-SHOWAK,
KATHERINE

**Retirees
March 2009**

APPENBRINK, PAUL
BALDWIN, ALEX

BENNETT, VINCENT
BROOME, WILBUR
BROYHILL,
MARGUERITE
COBLE, DENNIS
ENOEX, PAUL
HARTSFIELD,
CHARLES
PULLIA, ROBERT
SLOOP, HUGH
SZCZESIAK, JOHN
THOMAS, JAMES
TOWNSEND, MARY

Front Line Focus

Dear Amtrak:

We are writing this letter to commend [Conductor] Robert Turner for providing high quality service

... We were getting off in Albany, Ore., at 1:30 and we were concerned that a lunch reservation at 12:45 was running it a bit tight to enjoy a meal. When we mentioned this to Robert, he made arrangements for us to eat in the Parlour Car and even got me a dessert to go. We overheard Robert offering ... a [passenger] some hot soup and bread.

... Thank you for having such an excellent employee on board.

Sincerely,

Coast Starlight Passenger

Dear Amtrak:

... My wife is an active duty captain in the ... United States Navy and is stationed ... in Bethesda, Md. She maintains an apartment in Bethesda and comes home [as often] as she can. Our home is in Lynchburg, Va., and we have found Amtrak to be extremely convenient ...

... She was stunned to discover that [a recent] reservation was not in the Amtrak system. ... It was determined that, for the first time, I failed to make her reservation. Unfortunately, the train was sold out on Friday evening [and] Saturday evening. To say that she was stressed [is] an understatement.

... [Ticket Clerk] Mark Blanchard ... did everything in his power to seat her on the train. ... After considerable effort on his part, he was successful. ... We commend Mr. Blanchard for his heroic efforts. And we thank Amtrak for maintaining a man of his high quality on your staff.

Respectfully,

Crescent Passengers



Revised Service Standards Manual Provides Customer Service Tips

Chapter Six of *Service Standards: Manual for Train Service and On-Board Service Employees* has been revised to include "Customer Service Tips for On-Board Service Employees." The revision became effective immediately after midnight on April 30.

"This revision provides useful reminders of basic customer service activities designed to enhance the level of our passengers' satisfaction," said Monika Sloane, director, Service Standards and Operations. "During the daily job briefing, employees must review, discuss and understand these tips."

An electronic version of the revised manual is available in Adobe Acrobat format. The entire manual or individual chapters can be downloaded from the Intranet or Amtrak.com. Employees who

carry a personal digital assistant, or PDA, with current service standards are not required to have a hard copy version in their possession.



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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 6 • June 2009

**Cozzolino Named
APD Officer
of the Year**

**Renovations To
Improve Function,
Convenience of
Sanford Station**

**Stimulus Funding
Bringing Cars Back
On Line**

AMTRAK® i n k

Vol. 14, Issue 6, June 2009

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MILESTONES



“It [was] a day to let the little kid inside of us surface, and enjoy the passion of the railroad. It [was] a day for America to renew its love of rail travel.”

Capt. James J. Martino, Amtrak Police Department
Stockton, Calif.



“Without a doubt, the Pullman porter celebration was my favorite part of National Train Day. As a young black man working for the company’s chief executive, it was an honor to be part of an event that commemorated their accomplishments and reflects how far we’ve come over the years.”

Julius Jackson, Special Assistant to the President and CEO
Washington, D.C.



“The best part of National Train Day for me was shopping at the Amtrak store, where I was able to purchase a *City of New Orleans* T-shirt.”

Baggage Agent (Ret.) Jim Hile
Hoopeston, Ill.

On the Cover: Electrician Robert Weatherill fishes wiring from beneath the flooring on Amfleet II car 25103, which will return to service in mid-July as part of a two-year project to rehabilitate 60 Amfleet wrecked or old cars. This work is being performed at the Bear Maintenance Facility and funded by \$58.5 million in American Recovery and Reinvestment Act funds.

Photo: Doug Riddell

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Correction: In the May issue, it was incorrectly reported that Superliner I car 33016 would return to revenue service on June 15. It will actually be released from wreck status on June 16, undergo an overhaul and return to service around Sept. 1. We regret the error.

train of thought

Being part of a mission-driven business is exhilarating to me. Most of us agree that we do more than move trains from point A to point B; we carry precious cargo. Many of you know all too well that life happens on trains and we are entrusted with helping manage those life issues day in and day out, and this is what separates and distinguishes us among all the modes of transportation. Whether it pertains to returning a child's lost teddy bear, attending to an ill passenger, safeguarding our stations from people who prey on others, or staying fully alert to operating conditions, we are there for our co-workers and our passengers.

One such instance was recently described to me by Assistant Conductor Nadia Kasrawi, who along with her crewmates, helped save the life of a diabetic who had lost consciousness aboard the Crescent. While Conductor Denise Gardner attempted to treat the passenger, Engineer Peter Sullivan took the train near a fire house. After calling for track protection, he ran to the fire house and led emergency personnel to the passenger, who soon thereafter regained consciousness. Just as Block Training and expert knowledge of operating rules and the physical characteristics of the railroad were key, it was also quick thinking, duty and dedication to our fellow man that drove this crew to handle this emergency professionally and successfully. That's the mission behind the business that makes our jobs unique and so worthwhile.

I am both professionally and emotionally grateful to Nadia, Denise and Peter for responding the way they did that day. As the father of a long-term diabetic son, I understand and fear the consequences of failure that someone might not recognize that in his hour of need. I am proud that our people not only recognized the need, but quickly provided the necessary aid. Bravo! Thank You Amtrak! The professionalism, dedication and compassion they exhibited are representative of the character of most of our employees. It doesn't matter whether you're a red cap, a carman, signal maintainer or marketing representative. I've seen it myself and I hear about it

every day, from supervisors and co-workers alike, and I want you to know that I appreciate what you do.

Recognizing the good work you do is important to me and there are many local efforts to do that, ranging from the Capitol Limited Incentive Awards — which were most recently bestowed upon Coach Attendant Beverly Stewart and Sleeping Car Attendant William Bennett — to the Riverside Call Center's "Pride though Performance" recognition program. On a broader enterprise-wide level, we've recently initiated an effort to better recognize employees who reach service milestones and to improve on other employee appreciation efforts.

As you know, we held dozens of Employee Appreciation Day events across the company last month. The point of the day was to provide activities, tools and resources to help you become a safer, greener, healthier employee both personally and professionally and it was a small gesture to show our commitment to you. It's natural for these kinds of events to be met with some skepticism, but most of the feedback I've received (you can send me your feedback through the Employee Communications mailbox at ecom@amtrak.com) has been positive. We will be working to improve these kinds of events and make them more consistent throughout the company.

Recognition and events like Employee Appreciation Day help bring us all closer together and fortify our sense of purpose — they matter a great deal. In my travels, I've met so many of you who feel deeply about our public service mission and want to see the business succeed. It's that spirit and a drive to think beyond our shortcomings that will help move us forward.

Please enjoy the summer and work safely. ■



Joseph H. Boardman



Photo: Doug Riddell

(L-R) Bob Dallari, chairman, Seminole County Commission; District 2 Commissioner, City of Sanford Velma Williams; State Sen. Lee Constantine; Sanford Mayor Linda Kuhn; U.S. Rep. John Mica; Chester Glover, aide to U.S. Rep. Corrine Brown; State Rep. D. Alan Hays; and Fred Nardelli, Auto Train district superintendent symbolically break ground for the new Sanford Auto Train Station Improvement Project.

Renovations To Improve Function, Convenience of Sanford Station

The *Auto Train* station in Sanford, Fla., will soon undergo a major interior and exterior renovation. The project, funded largely by the American Recovery and Reinvestment Act (ARRA), includes constructing a new addition to the station while getting rid of several existing standalone buildings.

“With this last major improvement, we are constructing a first-class facility that will be matched only by the first-class operation we already provide to our passengers on the *Auto Train*,” said Fred Nardelli, *Auto Train* district superintendent.

In its current state, the Sanford station consists of three separate structures — the main building for ticketing that includes a small indoor waiting area, restrooms and offices; a snack bar and gift shop; and a trailer that houses *Auto Train* operations — and an outdoor waiting area. The original station waiting room

holds no more than 25 percent of the total passengers that board a sold-out train for the trip between Sanford and Lorton, Va.

“Right now, we have a small waiting area with an additional heated and air conditioned tented area, but that still doesn’t accommodate the 500-plus passengers that come into the station on a daily basis,” said Ticket Clerk Kathleen Davis. “So, we’re really excited about the renovations.”

Construction plans call for a new 600-seat enclosed waiting area along with a gift shop and café. The current standalone gift shop and a storage area will be demolished to make room for the new station waiting area.

With a sloped shed roof line, the new Sanford station will complement the *Auto Train* station in Lorton and include a number of “green” features, such as day lighting, energy-saving

lighting and HVAC systems, insulated glazing systems and a mesh sun-screen to help keep waiting passengers cool in the hot Central Florida sun. Related aboveground and underground utility infrastructure as well as new paving, sidewalks and platform areas will also be constructed.

The construction will begin later this summer and continue through December 2010, in keeping with the ARRA directive to complete the project within two years.

The *Auto Train* operates daily non-stop between Sanford and Lorton, Va., just outside of Washington, D.C. In the month of April, it carried more than 21,000 passengers — 5



With a sloped shed roof line, the new Sanford station will resemble the Auto Train station in Lorton, Va., and include energy-saving lighting and HVAC systems, insulated glazing systems and other “green” features. Construction begins later this summer.

percent more than April of last year — who enjoyed the convenience of train travel while also having access to their car or motorcycle once they arrive at their destination.

For the fiscal year through April, the *Auto Train* carried about 132,000 passengers, generating more than \$36 million in ticket revenue, an increase of 5.5 percent over last year.

“Our ridership and ticket revenue reflect the fact that the *Auto Train* remains a great value,” Nardelli said. “With the construction of the new

station here in Sanford, we’re offering additional value to an already recognized and popular product.” ■

Boardman Embarks on Listening Tour

President and CEO Joe Boardman (second from L.) joins Assistant Superintendent Keith Nelson, Mechanical Superintendent Dustin Davis and Master Mechanic-West Robert Cohee for a tour of the Centralized Equipment Maintenance and Operations Facility (CEMOF) in San Jose, Calif. As part of a West Coast listening tour, Boardman later boarded the *Coast Starlight* en route to Los Angeles and other stops.



Photo: Teri James

Approximately 100 Mechanical employees at CEMOF provide maintenance for the 98 Caltrain commuter trains that operate between Gilroy, Calif., and San Francisco.

Refurbished Equipment, Redesigned Café Car Part of *Acela Express* Improvement Plans

A set of multiyear, cross-departmental initiatives currently underway make up a comprehensive effort to refurbish equipment and improve service aboard *Acela Express*, the popular high-speed service between Washington, D.C., and Boston. These upgrades are aimed at addressing the fleet's normal wear and tear, implementing cosmetic touch-ups and adding new capacity to meet future demand on a service that accounted for 27 percent of all Amtrak ticket sales in FY '08.

The *Acela* equipment is currently being refurbished with updated carpeting and curtains, new flooring in the First class and café cars, upgraded restrooms, repairs to the cars' interiors and better Quiet Car® signage. This work is being performed at the Penn Coach Yard in Philadelphia, under the supervision of the Mechanical department's High Speed Rail group.

In addition to these upgrades, new leather seating in Business class has become a key part of the refurbishment plans. In March, the Mechanical department completed the installation of leather seats in the First class cars. In addition to better cushioning, the leather seats deliver cost savings through longer seat life and lower maintenance costs, while increasing customer satisfaction.

"Based on the success of the new First class seats, we designed and ordered leather seats for Business class, and installation began in early 2009," according to Chief, Sales Distribution and Customer Service Matt Hardison.

The overall equipment refurbishment and the installation of leather seats in Business class are taking place concurrently; the equipment refurbishments began in FY '08 and should take two to three years, while the new Business class seat installation began this year and will span two years. Six of the 20 *Acela Express* trainsets have undergone the overall refurbishment and the first consist to feature all leather seats entered into service in February of this year.

"A project of this nature requires careful coordination and collaboration between the various departments," said Principal Engineer, High-Speed Rail Alternative Maintenance Jerry McDonald, who is leading the multiyear initiative. "Mechanical, Transportation and Marketing and Product Management are all working together to deliver safe, reliable and comfortable equipment that meets and exceeds our passengers' expectations of service."

While the current state of the economy has slowed demand, the sustained sell-out conditions of prior years point to the need to be prepared to accommodate growth when the economy begins to recover. Accordingly, a separate parallel effort is also underway to redesign the café car to provide more space and additional revenue seating space.

"Since *Acela* operates in fixed consists, new cars cannot be added without a long-term program to acquire new equipment and

continued on page 19



The updated café car maintains a distinct food service area while creating 27 new seats, including table seating, at the other end. The food service end of the car includes an open floor layout that provides ample space for passengers to wait in line without disturbing those in the new revenue seating at the opposite end of the car.

GPS, Video Communications Added to Diesel Fleet

A project is underway to enable direct two-way communications between trains en route and Amtrak's corporate network, CNOC and other Amtrak facilities and systems as a way to improve operations and enhance customer service.

When completed at the end of FY '10, the Locomotive Digital Video Recorder/Train Communications Data (LDVR/TCD) project will result in an updated global positioning system (GPS) as well as new fuel monitoring, health monitoring and video recording capabilities on the diesel fleet. It will also be linked to an improved National Train Activity Monitoring System, or NTAMS, to provide employees and passengers more accurate arrival and departure times.

A test locomotive has been operating since December, providing fuel, engine and location data. Full production began in April.

"We are currently in production mode at the 16th Street Diesel Shop in Chicago, and finishing up about eight installations a



Photo: Kevin Landrigan
 Chuck Osborn, assistant superintendent, Chicago Locomotive Shops and Sarabpreet "S.P." Bumra, diesel fleet engineer, handle day-to-day project operations, including the installation of the new state-of-the-art touch-screen text messaging units on each diesel locomotive as part of the LDVR/TCD project.

week," said Dale Engelhardt, deputy chief, Rolling Stock, who is the program sponsor. "By the end of the fiscal year, we will have 192 locomotives fully outfitted with the GPS, engine and fuel monitoring capability, and video."

Next year, the remainder of the diesel locomotive fleet, including F59's, P32 Dual Modes, and P32-8's, is scheduled to be completed.

TCD involves the use of geofences to create a virtual perimeter around a spe-

cific geographic area. Using GPS, when a train enters or exits an area, a notification is generated and sent to the Arrow system via NTAMS. In addition, when a train is between stations, NTAMS calculates the predicted arrival time at the next station using the GPS location. This will allow CNOC, Mechanical, road foremen, reservation sales agents and others to gain location, direction, time and speed information. Some of this information also will be available to passengers through both Amtrak.com and "Julie."

"For the first time, Amtrak will be able to keep track of where a train actually

is and not just where it was," said Chris Jagodzinski, senior director, System Operations.

TCD also allows for monitoring fuel levels, fuel consumed and fuel added, as well as defined thresholds that will prompt alerts should fuel levels fall below acceptable limits. "These alerts will allow Amtrak to eliminate fuel run-outs," Jagodzinski said. "This information will

continued on page 13

Stimulus Funding Bringing Cars Back On Line

Sheetmetal Workers Ricky Boone (in the hardhat) and Gregory Melasecca place insulation in the sub-floor of Amfleet II car 25103 at the Bear Car Shops. Work on this car, which is going back into service in mid-July, is part of a multiyear, ARRA-funded plan to bring 60 Amfleet cars back into a state of good repair.

Photo: Doug Riddell



Cozzolino Named APD Officer of the Year

For his outstanding policing efforts in the New England Division, Brian Cozzolino has been named 2008 Amtrak Police Department Officer of the Year. At a May 11 ceremony in New Haven, Conn., to mark Cozzolino's achievement, Amtrak Police Chief John J. O'Connor said, "Officer Cozzolino was chosen to receive this prestigious award for his numerous and significant contributions to the department."

"It's a tremendous honor to be selected," said Cozzolino. "I always thought this would be an unachievable award, considering that I work with so many dedicated officers."

In cases ranging from simple surveillance to platform protection during the most recent Inauguration Day, Cozzolino, a two-time Officer of the Month in 2008, has proven himself

worthy of the kudos.

In one harrowing case last October, Cozzolino responded to a call concerning a man threatening to commit suicide by jumping in front of a train. When he arrived on the scene, Cozzolino was confronted by the man, intoxicated and throwing rocks.

Cozzolino was able to calm the man, handcuff him and return to the APD office for further investigation. The man was later placed in the protective custody of the New Haven Police for a psychiatric evaluation.

"This is the one case that sticks out the most in my mind," said Cozzolino, who credits his grandfather, a retired Stonington (Conn.) police officer, and his parents for his decision to join the department. "It helped me realize how to deal with

emotionally distressed people and appreciate the rewards of this job by giving a person a second chance at life."

For his actions in this case, Cozzolino was awarded the Amtrak Police Department Life Saving Medal.

In another instance in April 2008, Cozzolino encountered a dis-

traught woman while on patrol at the New Haven station. Perseverance and diplomacy won the day, as he was able to gain the confidence of the woman, who later revealed that she was a victim of sexual abuse. Cozzolino calmed the woman's fears and had her transported to a local shelter.

Since joining the department in 2007, Cozzolino has also been involved in numerous cases of larceny, assisted in medical situations, and served as lead investigator on two deaths occurring on Amtrak property. Trained at the Federal Law Enforcement Training Center in Glynco, Ga., he is well-versed in defensive tactics, marksmanship, counterterrorism, crowd control and applicable state, local and federal laws.

"It was not only a great honor to receive this award, but especially receiving it in such a short period of time," added Cozzolino. ■



Photo: Jim Lewis



Photo: P. O. Harry Barnes

Police Officer Brian Cozzolino (second from L.) is presented the board resolution naming him APD Officer of the Year. He is flanked by Deputy Chief Robert Smith (L.), Chief Operating Officer Bill Crosbie and Chief John O'Connor.

Pacific Division Honored for Rules Compliance

Citing division leadership and a renewed commitment to safety, Chief Transportation Officer Steve Strachan recently bestowed the “Best Division-Operating Rules Compliance FY 2008” award upon the Pacific Division at a recognition dinner in Oakland, Calif.

“The division staff, under General Superintendent Joe Deely decided several years ago that they were going to refocus themselves and commit to achieving the best rules compliance record among all of the operating divisions,” Strachan said. “After much work and cooperation with both management and labor personnel, the division did just that in 2008.”

Steve Shelton, superintendent, Commuter Operations added, “Open communication coupled with a proactive approach when a rule violation occurred played an important role in contributing to the division’s success.”



Photo: Jim Bates

Members of the Pacific Division are all smiles after being recognized as the “Best Division-Operating Rules Compliance” at a recent ceremony in Oakland.

and strategies to ensure that employees worked safely.

“We’re all aware of the critical importance of operating rules compliance for the safety of our passengers and employees,” Deely said. “My thanks and appreciation go to the T and E, Engineering and train dispatching employees and managers on the Pacific division for an outstanding job.”

Despite the accolades, the division is not willing to rest on its laurels.

“We will continue on this path for 2009, using the Focus program and other tools to ensure our safe operation,”

said Lou Bellotti, district superintendent, Bay District, Oakland. The Focus initiative is a relatively new program launched by the Transportation department to eliminate stop signal violations and reduce other operating rule violations.

Yet, according to Kurt Laird, district superintendent, Northwest District, “Focus — it is only in the everyday practice of the term, not the explanation, that we make progress in eliminating rules violations.” ■

“We will continue on this path for 2009, using the Focus program and other tools to ensure our safe operation.”

To achieve this feat, Deely conducted weekly calls to discuss rules compliance

Heartland Flyer Celebrates Decade of Service

Rail enthusiasts, state transportation officials, elected officials and Amtrak staff are gearing up for an observance of 10 years of service aboard the *Heartland Flyer* with a number of events in Oklahoma City, Okla., and a special discounted rail fare. The highlight of the June 13 celebration is a reenactment of the train's inauguration, completed with a christening.

The *Heartland Flyer* was launched on June 14, 1999, by the Oklahoma Department of Transportation to initiate service in areas lacking Amtrak service.

"ODOT officials estimated that we'd have about 25,000 passengers in our first year of operation," said Judi Elmore, former chair of the *Heartland Flyer* Coalition. "But, we had more than 72,000 passengers. We're very proud of that accomplishment."

"The service proved so successful over the years that the Oklahoma Department of Transportation was able generate support from the Texas Department of Transportation," said Joy Smith, assistant superintendent, Station Operations, Southwest Division.



Amtrak operates the *Heartland Flyer* under state-funded contracts with ODOT and TxDOT to provide daily service, with regularly scheduled stops in Norman, Purcell, Pauls Valley and Ardmore, Okla., and in Gainesville, Texas. So far this fiscal year through April, the *Heartland Flyer* has carried nearly 40,000 passengers, and more than 636,000 since the service began.

In addition to the christening reenactment, the service anniversary will also include a three-piece band aboard Train 822 on Friday evening, June 12 from Fort Worth, Texas to Oklahoma City and on the returning Train 821 on Saturday morning, June 13; a special 10th anniversary menu with regional fare; a special booklet featuring photographs from the 1999 inauguration; and complimentary donuts and coffee at the Oklahoma City station.

Also, the *Texas Eagle* Marketing and Performance Organization, which played a key role in advocating for TxDOT support for the *Heartland Flyer* will hold its meeting in Oklahoma City on June 13 in celebration of the anniversary.

Quik-Trak Makes Travel Easier for White House Staff

Steve McKay, manager, Fielded Systems and Maintenance, helps make buying tickets a breeze with the installation of an Amtrak Quik-Trak self-service ticketing kiosk at the White House's Eisenhower Executive Office Building in Washington, D.C., which houses offices much of the president's senior staff. McKay managed all site requirements and preparation and delivery and installation of the Quik-Trak, which was requested by the Executive Office of the President as part of an initiative encouraging staffers to consider Amtrak as the "greener" travel alternative.



Photo: Chris Lee

Static Signage, PIDS To Improve Passenger Information

Over the next two years, Amtrak will use roughly \$2 million in Recovery Act funds on a major station signage program to improve customer service, enhance passenger and station security, and present the company brand to the public.

“We want to standardize the size and display methods, replace worn and faded signage in both staffed and unstaffed stations, and develop a consistent approach within the corporation for all signage to eliminate clutter,” according to Don Skinner, manager, Baggage and Express.

In the Northeast Corridor, the company will expend slightly less than \$500,000 for lower-level platform static signage at Washington Union Station; lower-level signage for the non-*Acela Express* platforms and entrances at the 30th Street station in Philadelphia, and a station platform display sign, or kiosk, for the Newark, Del., station.

Off-corridor, approximately \$1.5 million is slated for installation of 86 additional platform display signs. In addition, the project includes replacing signs and re-branding at the stations in Orlando, Fla., Lorton, Va., Austin and Longview, Texas, Rutland, Vt., and Lawrence, Kan.

“Currently, we’re receiving the last of a 96-kiosk order, 82 of which have already been installed,” Skinner said. “The order of an additional 86 kiosks enables the continuation of an existing production line, which helps retain those manufacturing jobs.”

Getting the improved and attractive signage in place was a collaborative effort among a number of departments, including Marketing and Product Management, Transportation,



Government Affairs, Policy and Development and the Office of Security Strategy and Special Operations.

“Our role on the team involved identifying station sites in need of upgraded signage, and contacting and working with local officials to get those signs in place. You wouldn’t believe some of the things we saw on visits to smaller stations, like schedules still posted for trains eliminated years ago,” said Joe McHugh, vice president, Government Affairs and Corporate Communications. “The execution of this project is thanks to a group of super-committed employees and a great example of cross-departmental involvement and the successes we can achieve as a team.”

Also underway is the Passenger Information Display System, or PIDS, project that will convey train status

information in both electronic visual and audio formats to satisfy Americans with Disabilities Act requirements. Expected to be completed by Oct. 31, new PIDS systems will be installed at Aberdeen, Baltimore and New Carrollton, Md.

“Accurate and timely train information is an absolute requirement for our customer service,” said Sanjean Williams, director, Sales Systems Support. “This project delivers customer service improvements in the form of consistent displays and information across stations and ultimately across all of our sales distribution channels.”

“The solution will be designed to accommodate future connectivity to Amtrak’s core systems and will be deployed in stations of varying sizes,” added Williams. ■

POS “Show and Tell” Well Received at Crew Bases

At a series of demonstrations at various crew bases, the new Point-of-Sale (POS) unit, which aims to automate the on-board food and beverage sales process, capture sales data, and record and track products, is garnering positive reviews from on-board personnel. At events held in Boston, Chicago, Los Angeles, Miami, New Orleans, New York, Oakland, Seattle and Washington, D.C., the OBS crews and others provided input and praised the unit for its ease of use.

At these events, the project team provided an overview of the POS hardware components, a demonstration of its use and

Obtaining crew input is a key step in the development of the POS system, which is slated to be launched in the first quarter of FY '10.

Nearly everyone agreed that using the POS system will enable on-board service crews to dedicate more time to customer service and reduce the massive amount of paperwork associated with loss prevention and inventory control.

“The current system is antiquated,” said New York-based LSA Marsha Reid. “The tedium of all that paperwork takes away from the LSA’s ability to effectively provide customer service because they’re worried more about the task than the service.”

“The concept is great,” added LSA Nelson Roberts, who had a chance to review the hardware at the Miami crew base demo. “It will greatly improve upon the manual Form 896 process.”

Aside from the positive impact on customer service and the obvious environmental advantages of the POS system, reducing paperwork has become a key issue for on-board personnel.

“On the *Empire Builder*, an LSA could generate more than 1,200 meal checks, which means that LSA could spend hours on post-meal accounting,” according to James Hengst, director, On-Board Services.

In addition to a countertop unit, the POS system also includes a lightweight, easy-to-use handheld device with a durable touch screen and barcode technology. As part of an overall project to better integrate on-board sales and food and beverage warehouse management, the handheld records sales on a per-transaction basis, performs end-of-trip processing, and records damaged inventory and transfers between trains and warehouses.

The project timeline involves a carefully staged software and hardware development phase, which will be followed by a pilot phase

and product rollout later this year.

“I really like the idea,” said Roberts. “I look forward to when it’s fully implemented.” ■



Photo: Solomon Carey

LSA Falan Shaffer listens to On-Board Operations Program Manager Mike Hampton as he explains the features and benefits of the new Point-of-Sale unit.

responded to feedback from a range of employees, including lead service attendants, train attendants, chefs and food and beverage managers.

Amtrak Responds to Swine Flu Outbreak

In response to the outbreak of the H1N1 flu in the United States, Amtrak activated its Pandemic Flu Contingency Plan in late April.

While at press time the possibility of an ongoing and severe outbreak was uncertain, Amtrak continued to follow recommendations from the Centers for Disease Control, the Department of Health and Human Services and other health agencies and experts. The company also maintained a high level of attentiveness through its Health Services and Environmental Health and Safety departments and its cross-departmental Pandemic Flu Task Group.

Key elements of the Pandemic Plan include establishing a central clearinghouse — CNOC — for reporting flu-like cases on trains and all other Amtrak locations; reviewing the company's established Serious Communicable Disease Procedures at crew briefings; initiating additional special procedures for front line employees; instituting a special leave policy and evaluating the cleaning and disinfecting of equipment.

Amtrak also communicated internally and externally its right to refuse travel or remove from a train any passenger who poses a health hazard to other passengers or employees and provided

guidance to front line employees on handling such a circumstance. Communications to employees stressed following proper procedures and provided guidance on symptoms of H1N1. Employees were reminded to take precautions, such as thorough and frequent hand washing, and covering the mouth with a sleeve or a tissue when coughing or sneezing.

"Whether the threat of a severe H1N1 outbreak continues or not, mindfulness and good hygiene are some of the best ways to protect yourself and minimize the spread of viruses and germs," said Roy Deitchman, vice president, Environmental Health and Safety.

While an emergency was declared by Chief Operating Officer Bill Crosbie on April 30, Amtrak operations continued as normal as of press time. "This situation requires vigilance and you have to be on alert to monitor any turn it could take," noted Crosbie. "We will continue to follow the guidance from federal health and security authorities to tend to our first priority — safeguarding the wellbeing of our employees, passengers and the traveling public."

The Pandemic Plan is posted on the Intranet at "Safety" → "Health" → "Pandemic Flu Contingency Plan." Visit www.cdc.gov/h1n1flu/ for more information on the H1N1 virus. ■

GPS, Video

continued on page 7

help us more accurately track the costs of fuel on specific routes so these costs can be more accurately allocated."

Using solid state fuel sensors, TCD will provide wireless reports of fuel levels every five minutes, at station arrivals or departures, or when fuel is added. The alerts are generated when fuel levels are low.

Jagodzinski added that Amtrak is in discussion with the North Carolina Department of Transportation and the state of California about installing TCD on the state-owned equipment operated by Amtrak.

TCD's health monitoring capability provides a locomotive's vital statistics and

enables alerts to mitigate breakdowns or, if a breakdown occurs, enables remote troubleshooting assistance to the engineer and directs appropriate materials and Mechanical personnel on site.

The LDVR component of the project enhances Amtrak's safety measures by enabling the continuous capture of forward-facing right-of-way video and external audio recordings. "In the event an incident occurs, CNOC can use the wireless capabilities to quickly assess the situation and initiate necessary emergency response actions," says Lenetta McCampbell, senior director, On-Board Systems

The LDVR/TCD initiative is slightly different than the Maintenance Events

Analysis Program, or MEAP, which solely provides real-time information on the location and health of the *Acela Express* trainsets and HHP-8 electric locomotives, while LDVR/TCD is being designed for the diesel fleet.

McCampbell added that the LDVR/TCD project builds the foundational communications infrastructure using Wi-Fi, cellular and satellite technology. "With this system in place, we will gain the ability to provide better information to passengers, improve service quality and systems operations capabilities." ■

Accessing Customer Service Info Made Easier

The first release of a new software product that provides a single source of information on customer service metrics is slated for completion at the end of the month. The Customer Service Performance Metrics Integrator, or CSPMI, takes data from multiple sources and houses it in a data “warehouse,” allowing managers to schedule regular reports, initiate specialized queries, and create a dashboard view of the data.

“CSPMI offers a filtering capability that our current system to record complaints and customer feedback information does not,” said Rick Babiarz, senior director, Business Process and Measurement. “It enables users to filter the feedback from customers to only look at those which pertain to their area.”

This first release focuses solely on information related to complaints and recommendations via the current Remedy tool, on-time performance and ridership. As

the software is further refined and subsequent versions are released, CSPMI will provide additional information, including trip ratings, Customer Service Index scores, on-train score from the Transportation Department Review System, booking information via Arrow and stations data.

Babiarz added that this tool will be especially helpful to Transportation superintendents and managers as they identify the causes for complaints. Currently, there are about 200 users in Transportation at the division level, although Babiarz said that additional users are still being identified.

CSPMI extracts data from a number of the company’s existing databases and systems, pulling it into a central location. From there, users can run standard or ad hoc reports and view the data by route, train, division, station, day, month, quarter or year. The dashboard feature provides a visual depiction of the data.

“CSPMI uses a more sophisticated reporting tool to automatically produce trend reports that were previously done manually,” said John Wojciechowski, director, Customer Relations.

Tom Guerin, superintendent, Passenger Services and On-Board Services added, “CSPMI will enhance what I get now in fragmented form.”

“This system will enable busy field personnel in my organization to use their time more efficiently and effectively,” added Lenore Slimbock, general superintendent, NEC Service Operations. “We’ll be able to identify trends and respond accordingly.”

CSPMI will initially produce reports on personnel-related customer complaints versus goal, the top three customer complaints by route, and the top three personnel complaints over a 13-month rolling period. Additional reports will include, by route, the number of performance, equipment, food and personnel complaints, as well as personnel praise.

“This provides us with a consolidated view of customer-related issues, something we’ve never had before in this format,” said Babiarz. “This gives us a better feel for how we’re serving customers.” ■



Special Employee Offers on the Intranet

At the numerous Employee Appreciation Day events held last month across the country, employees learned about a number of discounts and special offers negotiated by Amtrak for its employees. These offers, which can be found on the Intranet at “Employees” → “Employee Store,” include:

Amtrak-branded

Merchandise: Get special discounts on apparel, collectibles, posters and more. Discounts apply to online orders only.
www.amtrak.ai-estore.com

AT&T Wireless: Employee discounts from AT&T on wireless services and phones.
www.wireless.att.com/business/enrollment

Carnival Cruise: Get discounts on a variety of cruise packages. Call 800-819-3902.

ProFlowers: Save 20 percent at www.proflowers.com using corporate code “Amtrak” or order by phone at 800-210-2279.

Suncadia Resorts: Get special rates on resort vacations near Seattle. Call 800-904-6300 and use promotion code “79NOW.”

ACAC Honorees Excel at Customer Service

Six employees, ranging from red cap to conductor, are the newest recipients of the Amtrak Customer Advisory Committee's Customer Service Award, presented twice a year to front-line employees who demonstrate excellent customer service.

At a recent ACAC meeting in Wilmington, Del., the awardees were announced. *Southwest Chief* Lounge Attendant Stephen Ainslie; Chicago Union Station Red Cap Barry Armstrong; *Northeast Regional* Conductor Christian Katheriner; Boston South Station Red Cap William Gould; *Texas Eagle* Sleeping Car Attendant Lazania J. Hampton-Newell; and *Hiawatha Service* Lead Service Attendant Marty Schall will all be receiving their awards in division ceremonies throughout the summer.

While Customer Service Award winners are expected to execute service standards consistently, these winners provide that added touch that often leaves a lasting impression on passengers.

Started in 1997, ACAC is made up of 24 volunteers who travel extensively by train, representing the needs and concerns of the traveling public to Amtrak's management. Its intent is to improve the quality of service from the customer's point of view, and provide an avenue for direct input to management about customers' perception of service.

Since November 2003, when the Customer Service Awards were first instituted, 60 employees have been recognized for their exemplary customer service skills.

"When making its selections, the committee is interested in front-line employees who perform beyond the position description," according to Kate Warr, ACAC administrator. "Our awardees demonstrate unprecedented awareness and concern for passengers' needs."

In the Sightseer Lounge aboard the *Southwest Chief*, Ainslie impressed his ACAC nominator by adding humor to his daily duties while never forgetting the seriousness of his role. "Steve has the ability to present even the most routine safety

announcements in a way that really catches passengers' attention," wrote the Ohio-based volunteer, who also nominated Armstrong.

"As one of the first employees that passengers encounter, Barry creates an initial positive first impression of Amtrak," she wrote. "I have observed that he is consistently considerate and aware of passengers' need for help."

Another ACAC volunteer, who is a daily commuter on the NEC, nominated *Northeast Regional* Conductor Katheriner.

Of Katheriner, she wrote: "What impressed me most about Christian is his courtesy and friendliness. ... His service to travelers, on behalf of Amtrak, exemplifies excellent customer service."

Gould's nominator, who hails from Boston, said that he actually anticipates the needs of his customers, explaining the train's layout, providing options for stowing baggage, pointing out restrooms, the café car and the "scenic" side of the train. "All of this is done with indefatigable courtesy and straightforward humanity that is sadly missing in most public service personnel today."

Hampton-Newell's level of service aboard the *Texas Eagle* is described as "a tough act to follow," wrote the ACAC member who nominated her. She was observed on one trip as attentive to everyone, from lone passengers to large groups spread across multiple sleeping compartments. "Not only did she make us feel welcomed with service, she made our surroundings very pleasant ... with a garland of artificial red roses."

On the *Hiawatha Service*, Schall brings laughter and superior customer service to the passengers who make the routine trek between Milwaukee and Chicago on a regular basis.

"Marty consistently works hard, tirelessly and with great humor," wrote his nominator, an ACAC member from Flagstaff, Ariz. "Surely his 'antics' help Amtrak increase cart sales because everyone is happy to see him coming down the aisle with his ever-winning smile and great service." ■



Stephen Ainslie



Barry Armstrong



Christian Katheriner



William Gould



Marty Schall



National Train Day Continues to Dazzle

From one year to the next, National Train Day is growing in prominence and participation across the country. In its second year, the May 9 festivities included events in 145 locations, including Washington, D.C., Philadelphia, Chicago and Los Angeles. Attendance at the major locations was estimated at more than 20,000.

“For the second year in a row, we used National Train Day to give back to the community and educate the public about the benefits of rail travel,” said David Lim, chief marketing officer. “Through our exhibits, equipment displays, brand displays and children’s activities, we’re continuing to highlight train travel as an important part of the American culture.”

Musical acts for National Train Day included Grammy nominees Karina Pasian and Vanessa Carlton in Washington, D.C.; Oscar-nominated singer-songwriter Jon McLaughlin and newcomer Rachael Yamagata in Philadelphia; blues singer Shemekia Copeland and R&B artist Unique in Chicago; and Matt Costa and Chana in Los Angeles.

Events also took place at numerous smaller stations and other locations across the country, including a 30th anniversary celebration of the *Crescent* service at the New Orleans Union Passenger Terminal; vintage steam train rides at the California State Rail Museum in Sacramento, Calif.; a Customer Appreciation Day event in Rugby, N.D.; table displays featuring local scenic railways at the Amtrak station in Rensselaer, N.Y.; and a joint Amtrak-Toledo Metropolitan Area Council of Governments event at the Toledo, Ohio station.

For more National Train Day highlights, log on to www.nationaltrainday.com. ■



Photo: Stephen Boltano/AP Images for Amtrak



Photo: Horry Rumph/AP Images for Amtrak



Photo: Stephen Boltano/AP Images for Amtrak



Photo: MARP Collection



Photo: Stephen Boltano/AP Images for Amtrak

(Top to Bottom) Washington, D.C. again plays a central role in the annual National Train Day activities; Board Chairman Tom Carper applauds the festivities at the events at the Philadelphia 30th Street station; the “Go Green Express” is one of the many exhibits, equipment displays, brand displays and children’s activities that make up National Train Day; Holland, Mich., Mayor Al McGeehan confers with Conductor Greg Jeffries at the NTD events in Holland; and “American Idol” judge and National Train Day national spokesman Randy Jackson welcomes rail enthusiasts to the multicity NTD events, which drew more than 20,000.

Promotions in Motion

Northeast Regional Offers 25 Percent Discount; Acela Express Offer Extended

A new advertising campaign is underway to promote advance-purchase fares for *Northeast Regional* trains that are up to 25 percent off the lowest current fare, with a special \$49 fare in select key markets, including New York-Washington and New York-Boston. The promotion, which began last month, requires purchase 14 days in advance and is valid for travel through Sept. 3. Tickets are non-refundable, but can be exchanged for a new ticket.

The campaign includes print, online and mobile advertising. Amtrak.com and Amtrak Guest Rewards® e-mail communications were sent to targeted

groups announcing the special fares and follow-up e-mails will be sent throughout the promotion period. The special fare offer is also being featured on the Amtrak.com home page and

radio advertising begins later this month.

The campaign, said Darlene Abubakar, director, National Advertising, focuses primarily on Washington, D.C., Baltimore, Philadelphia, New York and Boston and promotes selected city pair fares.

Additionally, Amtrak has extended the lower fares on *Acela Express* that have been available since February. Travel on this premier service is now as

low as \$99 between Washington, D.C., and New York and \$79 between New York and Boston. Reservations are required and must be made 14 days prior to travel. Upgrades to First class are not available.

Both summer discounts may be combined with the everyday Kid's Half Price fare for up to two children ages two to 15, when accompanied by an adult.

Amtrak Lionel Kids Essay Contest Underway

For the 10th consecutive year, Amtrak is partnering with

Lionel Trains to sponsor the annual Amtrak-Lionel Kids Essay Contest, in which kids 12 and under submit essays about what they like best about riding Amtrak. The contest runs through Aug. 31 and awards a Santa Fe El Capitan™ trainset to the lucky grand prize winner. Fourteen first-place winners will receive Polar Express™ trainsets.

"The objectives of the contest are to stimulate interest in train travel among children and to co-promote Amtrak and Lionel," according to Carol Shannon, director, Marketing-West.

Posters highlighting the contest are on display at 25 western Amtrak stations and 25,000 entry forms are now on board western long distance and state-supported trains.

Kids Ride Free on Hiawatha Service

A new promotion to increase weekend rider-

ship on the *Hiawatha Service* is now in effect through Aug. 30. For the remainder of the summer vacation season, up to two children between the ages of two and 15 can ride the Chicago-Milwaukee service free of charge with the purchase of one regular adult full fare ticket.

The children and the paying adult must travel together at all times and have tickets issued at the same time. The offer is valid on Fridays, Saturdays and Sundays only.

Amtrak Partnering to Sponsor Silverdocs Festival

Amtrak is teaming up with Discovery Communications and the American Film Institute to sponsor the 7th annual Silverdocs Festival, a seven-day event hosted through June 30 at the AFI Silver Theatre and Cultural Center in Silver Spring, Md. Silverdocs includes more than 100 documentary films from 60 countries, lectures and special events.

"With its proximity to Washington, D.C., and its marketing efforts in New York, the Silverdocs Festival has become the premier documentary festival in the U.S.," said Paul Siegel,



manager, Sales and Marketing. "As such, it attracts a diverse audience from other Northeast Corridor cities."

In exchange for its sponsorship, Amtrak will receive public recognition at the festival's opening and closing night receptions, logo exposure and a hyperlink to Amtrak.com on Silverdoc's Web site, exclusive brand name and logo exposure in the on-screen sponsor showcase at each screening, a full-page *Acela Express* ad in the event catalogue, and signage. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversaries

May 2009

ADAMS, EDWARD
ALLAN, SUZANNE
ALTMAN, PAUL
BLAIR, MICHAEL
BREAKFIELD, VELIDA
BROWN, CELANE
BRYAN, ANDREA
BUHRKE, PAUL
BURKS, KEITH
CAGLE, ANNETTE
CARLSON, JUNE
CHRISTIANS, WILLIAM
CLARK, KENNETH
COLEMAN, BRENDA
COMELLA, MICHAEL
CRILLEY, CHARLES
DIXON, CHRIS
DRYMAN, MICHELE
DULTZ, MELINDA
ELWOOD, DAVID

ESPARZA, MICHAEL
EVANS, RICHARD
FRAZIER, WALTER
JONES, ARLICIA
GETER, STEVEN
GIBSON, WANZA
GREENE, LAURIE
HAMILTON, CAROLYN
HARVARD, JOYCE
HART, REBECCA
HILL, FANNIE
HODGE, JOHN
HORTON, YOLONDA
HOWELL, SHIRLEY
HUBER, BARRY
HUERTAS, LUIS
HUGHES, ISAAC
JONES, JOHN
JOSEPH, PAUL
KIRKLAND, DIANA
KLOC-SUTTER, SHARON
KOSINSKY, GREGORY
LILES, EDWIN

LOMONACO, PAUL
LU, XUN
LONG, ALEXINCE
MILES, BARBARA
MCGILL, JOHNNIE
MCNEIL, PERRY
MOORE, STEPHEN
MURRY, LARRY
PICKETT, JEWEL
POYNTER, DIANE
REYES, MIGUEL
RICHARDS, GEORGE
RIVERS, CLYDE
RIVERS, FRED
RODRIGUEZ, ALFONSO
SCHUSTER, PAMELA
SHAW-CLARK, TONYA
SHELTMAN, CHARLES
SILVA, JOSE
SORELL, JEFFREY
SPEVAK, GERARD
STERNIG, JEROME
STRUBE, JOHN

SUN, HUN
TISCHHAUSER, ROBIN
TOWNE, VERNICE
TURNER, ROBERT
TYSON, GEORGE
VARNEY, LANCE
VUONG, MANG
WATSON, STEVE
WILSON, ROBERT
WING, CALVIN
WOLDU, MICAEL
WOLFE, TROY
WORKNEH, TEKESTE
YBARRA, MOISES

CHAMBERS, LAVERNE
CHAPLIN, CHRISTOPHER
CUFLEY, LAWRENCE
DAVIS, PAMELA
FOWLER, TRACY
FREMONT, DELORES
GALLAGHER, JUDI
GUNPAT, JOANNIE
HADEL, JOSEPH
HENDERSON, GALE
JONES, ALFRED
KENT, DARRYL
LACOUR, MAURICE
LANGENBACH, ERIC
LIM, THOMAS
MCFARLAND, THOMAS
MILAZZO, ANTHONY
MILBURN, TOD
MORRIS, JANICE
PETERS, JOEL
PHAIR, DONALD
RIVERS, DONALD

25-Year Anniversary

May 2009

ABDUL QAWIY, ZAID
ADAMS, JANICE
ADAMS, KEVIN
BURLIC, DRAGICA
CAMPBELL, KASOYNA

Front Line Focus

Dear Amtrak:

... I was visiting Chicago from New York [when] my father was rushed to hospital. ... Not knowing if and when my father might be able to travel back to New York, I went to the ticket counter and was so lucky to have [Ticket Clerk] Isabel Cisneros there to assist me. Isabel was truly amazing. She very quickly explained all of our options, put a note in the computer record regarding my father's condition and gave [us] instructions as to how to change the ticket if and when my father was able to travel back home ...

I was expecting it to be a long, drawn-out process, but it was so quick and easy ... Isabel really put us at ease on a day when we were trying to figure out just what to do.

Sincerely,

Lake Shore Limited Passenger

Dear Amtrak:

My wife and I boarded the *Silver Meteor* in Ft. Lauderdale, Fla. It was with some trepidation that we did so.

Several days earlier, I had successful surgery on my legs and could only walk with the help of my wife. ... We were concerned that we could not make the trip comfortably and safely to Penn Station in New York ...

Well, we should not have been worried. [Train Attendant] Ronald Cumbo was the attendant assigned to our bedroom. ... From the time I was wheeled up to the train's Sleeping car until we arrived at Penn Station (where a wheelchair and Red Cap was waiting as we got off the train), Ron's presence and constant offers of service made the trip more enjoyable.

... Thank you for retaining men of Ron's caliber [at] Amtrak.

Respectfully,

Silver Meteor Passengers

Employee Milestones

Congratulations to All of You!

RODRIGUEZ, YVETTE
RUSSOM, MARK
SIWIEC, MICHAEL
TATUM-SEALEY,
NORITA
TAYLOR, GARY
TEMPLE, DARLENE
WALLS, JEROME
WALTERS, CLARENCE
WEMMITT, JOHN
WHITAKER, MARVIN
WILLIAMS, FRANCES

30-Year Anniversary May 2009

ADAMS, RICKY
ALLISON, JAMES
BONITZ, MARK
BROWN, LETTIE
CANADIATE, OTIS

CLAYTON, SHEREA
CONNELLY, KENNETH
CONRAD, JOHN
DEVINE, PAUL
DOLSAY, MARTHA
DOSSETT, TOWANA
ENOCHS, TERRY
EVANS, JUANITA
EVERETT, DUBOIS
FALCONE, STEPHEN
FULLER, GENE
GAINES, EDWARD
GOMEZ, ALFREDO
GONZALEZ, ISMAEL
HALL, KARLA
HUNTE, KEITH
JOHNSON, EVELYN
JOHNSON-DEMPESEY,
CYNTHIA
KLEPPE, ROBERT

KRAFT, MARK
LAM, WILLIAM
LUCK, RICK
MARTINEZ, HERMAN
MCCRARY, AMELIA
MCCULLIN, JOHN
MILLER, LYLE
MIMS, TYREE
PAUGH, GARY
ROLFE, CHERYELE
ROWLEDGE,
RAYMOND
SIMS, GERALD
STANDIFER, JAMES
TRIPOLI, GERALD
WATSON, DENNIS
WILSON, EDDY
WONG, ALICE
YELEY, STEVE
YOUNG, GARY

35-Year Anniversary May 2009

ANDERSON, THOMAS
DELGADO, VINCENT
GILLIARD, DONALD
GLASERUD, ROBERT
JONES, LEON
KALICKI, GERALD
KARHOFF, BRIAN
LANDA, MARTHA
LECH, DONALD
LENOIR, HENRY
LEONARDO, STEPHEN
MADDOCK, JAMES
MCGINNISS, ARTHUR
PERRY, DANIEL
RANDOLPH, WILLIS
VOSS, VICKI
WILSON, JACK

WOODS, EARL
YOUNG, WILLIAM

Retirees April 2009

BARNES, MICHAEL
CAMPBELL, KENNETH
CLETO, RAYMOND
DARR, CHARLES
DOYLE, MICHAEL
DREISBACH, CLASINA
HALL, ROBERT
HORABUENA, DORA
LEWIS, GEORGE
LUHMAN, DAVID
ROBERTS, DARLENE
RUTKOWSKI, ANDREW
TARALLO-SOTTILE,
ESTELLE
WALLEN, WILLIE

Acela Express Refresh

continued from page 6

redesign maintenance facilities,” according to Director, Industrial Design Duncan Copland. “With the updated café car, we’ll maintain a distinct food service area at one end of the car while creating 27 new seats, including table seating, at the other end.”

The seating area includes 14 table-seats and 13 standard seats, a seat designated for the mobility-impaired, wheelchair space and a luggage tower. The food service end of the car includes an open floor layout that provides ample space for passengers to wait in line without disturbing those in the new revenue seating area at the opposite end of the car. A floor-to-ceiling partition will separate the seating area from the café area.

The first redesigned galley is expected to be finished later this year, with the remaining sets phased in over three years. To upgrade the café car while still meeting passenger demand, the departments involved agreed that 16 trainsets must remain in

weekday revenue service during the reconfiguration process, and that limited food and beverage service — at-seat cart service — remain available.

“The scope of work for this project necessitated careful planning so that interior enhancements could be made without keeping trainsets out of service for an extended period of time,” said Copland.

“The *Acela Express* is one of our premium services, carrying more than 3 million passengers last year,” according to Dave Schramm, master mechanic, High Speed Rail. “These equipment upgrade initiatives provide us an opportunity to address certain long-standing issues and restore the fleet to its original or better level of comfort.” ■

This Month in Amtrak History

JUNE

June 22, 1973

The six-axle SDP40F diesel-electric locomotives make their debut on the Chicago-Los Angeles *Super Chief*. Built by General Motors' Electro-Motive Division, the SDP40F is the first new locomotive purchased by Amtrak.

June 1, 1978

Alan S. Boyd becomes Amtrak's third president, serving until June 1982. He also served as the first United States Secretary of Transportation under President Lyndon B. Johnson.



June 11, 1999

A commemorative menu and special events mark the 70th anniversary of the *Empire Builder*. The original *Empire Builder* — named for legendary railroad tycoon James J. Hill, who was known as the “Empire Builder”— was inaugurated by the Great Northern Railway on June 11, 1929.



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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 7 • July – August 2009

**New Partnership
with Virginia Yields
Expanded Service**

**Recovery Act Funds
Bring Cars Back
Online**





ink

Vol. 14, Issue 7, July - August 2009

Quick Quotes • “What made you want to follow in your parent’s footsteps and join the railroad?”

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MILESTONES



“When I got out of the Marines, I wanted a job in law enforcement, but it took too long. So, my Dad suggested I check out Amtrak. I thought it was going to be a good summer job, but after 13 years, it’s a great job. I guess the man doesn’t choose the career; the career chooses the man.”

Locomotive Engineer Leonard Sandoval Jr. (L.) with his Dad, Locomotive Engineer Leonard Sandoval Sr.



“Our mother’s job here at Amtrak has always been a blessing to our family. When given the opportunity to work for the same company we knew and were assured that it would be a good choice. Amtrak is a good company that offers different options and opportunities to excel.”

Reservations Sales Agents Virginia Acosta (L.) with her Mom, Virginia Fleming, and sister Pearl Fraijo.



“When my father suggested applying for a position at Amtrak, it made sense as my current job had no opportunities for advancement. In contrast Amtrak offered more pay, more responsibility to help me grow, and more opportunities later.”

Assistant Conductor Patrick Courtemanch (L.) with his Dad, Senior Director, Service Planning Ed Courtemanch

On The Cover:

Car Repairman Bruce Carlton applies the Recovery.org decal to Amfleet II coach 25103, the first car returned to service via funding from the American Recovery and Reinvestment Act. This car is one of 60 Amfleets slated to be returned to service by February 2011.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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train of thought

When I was serving as FRA administrator, I was very familiar with safety issues; now as your CEO, safety is far more than familiar, it's familial. As a member of the Amtrak family, I care very much about the well-being of the men and women who work here. Our collective commitment to safety today means going home safely tonight to the ones you love and the promise of what tomorrow may bring.

Together, we can make Amtrak a better place to work for all of us, and that's why you often hear me talking about a safer, greener and healthier Amtrak. Making those changes calls for a more collaborative spirit within the company — I can't make those changes on my own. You must be an active participant in creating a better, safer and more secure Amtrak.

As I write this, our overall safety record is pretty good, but pretty good isn't enough. You'll be hearing a lot about Safe-2-Safer over the coming months, particularly if you're in the operating departments. Safe-2-Safer is a multiyear risk-reduction approach to safety and security that will involve every level of the company and flow through the organization to the front lines. It involves training, coaching and accountability for managers and supervisors, and broader engagement on your part. We're not going to replace current safety and security practices that work, we're going to make them more effective by changing the way we approach safety.

The goal is to remove the barriers to working safely and in doing so enable people to change at-risk behavior into safe behavior. Unfortunately, some of those barriers are embedded in our culture. Some people may not even see the barriers because they've become a byproduct of how we've worked together for so long. We aim to address the barriers with training, coaching and peer-to-peer feedback that is collaborative and instructional — that's how we will slowly change our attitude toward safety, how we relate to one another, and ultimately how we all work together throughout the company.

As I've said before, it's no coincidence that companies that sustain safety excellence are also high-performing organizations.

During the month of August, you'll be asked to complete an Organizational Culture Diagnostic Instrument. It's essentially a confidential survey that will help us learn what those barriers are so we can get to the heart of what attitudes or

actions put us at risk and stand in the way of creating a better place to work.

I ask your help with completing the survey honestly, so that we can truly work together to improve our safety while gradually removing obstacles to performing at a higher level on all fronts. We will also be conducting some small focus groups with

a cross-section of employees across the system to dig a bit deeper into employees' thoughts on issues that affect safety and security. I can't overstate the value of your input. Each of you has a vested interest in our collective safety and security — what could be more fundamental than investing in your safety and security? Your feedback is central to Safe-2-Safer, so please make it count.

The survey and focus groups are just the tip of the iceberg. We'll be implementing Safe-2-Safer in phases, kicking it off in the Mid-Atlantic region this month. We'll be working with managers and labor representatives while developing teams of employees that will work to transform potentially unsafe practices into safe ones in a constructive and collaborative way, without repercussions.

We seem to live in a world full of quick-fixes that offer a lot of promise but don't deliver in the long run. I strive for self improvement every day and to make this day better than the previous one, and I know it's the mindfulness and hard work that will help me reach my own goals. I've got to stick with good habits so that they become second nature to me.

Just like anything worthwhile, we need to invest time and effort in this to realize the enduring benefits Safe-2-Safer will bring to each and every one of you. I understand that a few of you may be wary because for various reasons, new ideas have come and gone in the past. Safe-2-Safer will not be one of them. But based on my conversations with employees as I've traveled the system, I think most of you are ready for positive and enduring changes. We won't see an overnight transformation, but with your help, our senior management team and I are fully committed to making Amtrak safer and healthier. I am counting on your support and participation to get there. ■



Joseph H. Boardman

New Partnership with Virginia Yields Expanded Service

As part of a new agreement with the Commonwealth of Virginia, Amtrak will soon operate additional passenger rail service from Washington, D.C., to Lynchburg and Richmond, Va. To make the new service possible, two additional trainsets are being added to the *Northeast Regional* fleet.

Beginning in October, *Northeast Regional* service will be extended to offer a Lynchburg-Washington roundtrip with additional stops in Charlottesville, Culpeper, Manassas, Burke Center and Alexandria. In December, a fifth daily *Northeast Regional* roundtrip between Richmond and Washington will be added, serving Ashland, Fredericksburg, Quantico, Woodbridge and Alexandria.

Lynchburg is also served by the *Crescent*; Richmond by the *Carolinian*, *Palmetto*, *Silver Meteor* and *Silver Star*. Detailed schedules and fares will be finalized by the Virginia Department of Rail and Transportation and Amtrak in the coming months.

“What makes this partnership particularly noteworthy is that, for the first time in its history, Virginia is providing funding for Amtrak service,” said Amtrak President and CEO Joe Boardman.

Virginia is providing up to \$8 million to fund the refurbishment of the additional trainsets, which will be performed at the Bear Car Shops in Delaware. The Commonwealth is also making infrastructure improvements, such as restoring existing track in Lynchburg and building additional track in Richmond, for the overnight storage and service of rolling stock.

Another \$17.2 million is designated by Virginia over a three-year demonstration period for operating costs.

“This is a long-overdue extension that allows us to move people from point A to point B more quickly,” said Ray Cunningham, local vice chairman, United Transportation



Northeast Regional service, shown here traveling northbound from Richmond, Va., will be extended to offer a Lynchburg-Washington, D.C., roundtrip, beginning in October. In December, a fifth daily roundtrip between Richmond and Washington will be added.

Union and Richmond-based conductor. “With the state as our partner, we can provide more service and, as a result, everybody wins.”

The agreement with Virginia increases Amtrak’s number of state partners to 15. Other current state partners are California, Illinois, Maine, Michigan, Missouri, New York, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Vermont, Washington and Wisconsin.

Boardman added that the company continually seeks strategic opportunities to partner with states. Those opportunities exist with the availability of \$8 billion in federal funding through the American Recovery and Reinvestment Act, and are driven by the company’s objective of serving as the operator of a national high-speed rail system.

“Amtrak understands the needs, opportunities and challenges associated with creating and operating new passenger rail service and can provide the leadership and technical assistance to successfully help states reach that goal,” he said. ■

Tell Us Your Story

Do you have any significant accomplishments at work or in your community that you would like to share? If the answer is “yes,” drop us an e-mail at ecom@amtrak.com, and we’ll consider it for an upcoming issue of *Amtrak Ink*.

Annual TLM Overhaul Adds Durability, Enhances Safety

This year's track laying season is operating particularly smoothly, thanks to the recent major overhaul to the the P-811 Track Laying Machine. Through the combined efforts of Engineering, Mechanical and Procurement, the overhaul involved more than 30 people performing a number of duties, from steam-cleaning the entire TLM to installing locks and hasps on all doors and compartments.

Although the Track Laying Machine is overhauled annually, this year's effort involved more than general maintenance.

"This was a significant undertaking to increase the durability of the Track Laying Machine to better deal with the sheer number of concrete ties that we're putting in," said Mike Cotter, director, Production Equipment. "Our goal is to have a functioning machine all year long to get the ties installed, and do it safely. Because we don't have to manually handle the ties, we can also reduce the potential for injuries."

"The Track Laying Machine came out of the overhaul in the best shape it's been in 25 years," added Wayne Griffin, the TLM track supervisor. "From the time we dumped the first tie until now, we've had to do very little to the machine. It's ready to lay 1,750 ties a day, without a lot of manual functions,



Photo: Jim Shields

Foreman L.A. Watson, shown here waiting for a passing eastbound train in Union, N.J., is one of 30 employees from Mechanical, Engineering and Procurement who had a hand in the TLM overhaul.

which allows us to concentrate on other things."

Most of the overhaul work was performed in-house.

"Because the machine is so old, you can't buy off-the-shelf parts, so we had to come up with specific designs and work with our components shop to rebuild parts, like broken gear boxes, to use them again," said Cotter.

Some machine parts, added Jim Shields, manager, Equipment Engineering, were built by outside vendors, but the manufacturing of the parts was closely supervised by Amtrak personnel.

"When you have too many outside vendors, it makes it a little more difficult to get the right parts built to your specifications," said Shields.

The 50-plus repair items included removing the truck assembly to repair the broken bull gear, which is the main gear on an axle, and the smaller pinion gear; removing the tie flipper assembly to change its geome-

“ The Track Laying Machine came out of the overhaul in the best shape it's been in 25 years. ”

try and reinstalling it using new bearings and a rebuilt hydraulic cylinder; and removing the plow assembly to install steel skirting to prevent ballast from binding the newly installed conveyor chains and put in place new wear blades on the plow. ■

Recovery Act Funds Bring Cars Back Online

Delaware Sen. Tom Carper (D-Del.) was joined by Rep. Mike Castle (R), Gov. Jack Markell

(D), key Amtrak staff and the entire second shift of Bear Car Shop employees at a July 13 event in Delaware to announce the first car being returned to service via funding from the American Recovery and Reinvestment Act.

Amfleet II coach 25103, built by the Budd Co. in 1982 and placed back in service in mid-July, is one of 60 Amfleets slated to be returned to service by February 2011. Two other ARRA-funded projects will bring 15 diesel locomotives and 21 long-distance cars into service within the same time frame. The combined price tag for the projects is \$91 million.

In addition to the initial Amfleet II coach at Bear, a Superliner lounge overhauled at Beech Grove is being returned to service in August.

At the Bear facility, 20 Amfleet I food service cars are being converted into coaches, thanks to ARRA funding.

“During this process, the galley area will be removed; windows, seating, heating and air conditioning will be installed, and the car floor plan will meet the standard Capstone configuration to increase revenue capacity,” said



Car Repairmen John Mosebay (L.) and Bruce Carlton, who is also the local Joint Council of Carmen, Coach Cleaners and Helpers vice president, make vital repairs to the end of Amfleet coach 25103, which was placed back in service in mid-July.

Tom Butler, director, Master Scheduling. “Capstone” is an interior enhancement which includes bathroom modules, wall and ceiling plastic and a neutral color scheme.

Four Amfleet II and seven Amfleet I coaches are being rehabilitated from wreck status and undergoing a Level 3 overhaul. One Amfleet II food service car will be rehabilitated from wreck status and later undergo a Diner Lite conversion and Level 3 overhaul. This converted car will feature new table and booth seating, dry storage compartments, a conductor’s module, condiment stations and additional

refrigeration. Additionally, 13 Amfleet I coaches and 15 Amfleet I food service cars will undergo a Level 3 overhaul.

The Level 3 scope of work ranges from the overhaul of trucks and air brake valves to replacing the wheel-slide system to weather stripping.

At the Beech Grove facility, all main components of the 15 P-40 diesel locomotives, including the auxiliary generator power contactors, voltage regulator, batteries, trucks and air brake are being replaced or overhauled. In addition, the 480-volt system, event recorder and interior

components such as seats, doors, windows and control stands will be inspected and replaced. These locomotives will be used for long-distance service.

In addition, 21 long-distance cars — 20 Superliners and one Viewliner — are being rehabilitated from wreck status at Beech Grove, undergoing a full overhaul.



Chief Mechanical Officer Vince Nesci (C.) describes some of the features aboard the refurbished Amfleet coach 25103 to U.S. Senate Tom Carper (D-Del.) (l.) and U.S. Rep. Mike Castle (R.-Del.).

The projects required additional staffing, thus preserving and creating jobs — a key requirement for ARRA-funded projects. Fifty-two new Mechanical employees have been hired at the Bear facility and another 108 employees at the back shop in Beech Grove. More than 3,200 resumes were submitted for the 160 available electrician, car repairmen, pipefitter, foremen, machinist and boilermaker positions.

“The hiring of new employees provides the opportunity to have trained Mechanical personnel actively employed who will be able to smoothly transition into positions made available through attrition at both locations at the end of this two-year project,” said Vince Nesci, chief mechanical officer. “This condition will minimize the downtime that occurs during recruiting, training periods and learning curves.” ■

\$12 Million Lancaster Station Project Underway



A number of elected officials and Amtrak employees joined together in Lancaster, Pa., recently to ceremonially break ground on a \$12 million improvement project to upgrade and enhance the Lancaster Amtrak Train Station.

The project includes a complete rehabilitation of the station's interior and exterior; a new heating, ventilation and air conditioning system; new restrooms; improved landscaping; and increased parking capacity, from 175 spaces to 237. A new taxi loading and unloading area will be provided as well as a new waiting and ticketing area for the Trailways Bus Co., and retail space and meeting rooms.

Funding for the project was secured from county, state and federal sources: \$9.6 million in federal funds, \$2 million in state funds, and \$400,000 in county funds.

Pictured above are (L.-R.) Pennsylvania State Sen. Lloyd Smucker; City of Lancaster Mayor J. Richard Gray; Amtrak Vice President, Government Affairs and Corporate Communications Joe McHugh; Lancaster County Transportation Planner Chris Newman; Lancaster County Commissioner Craig Lehman; Chairman, Lancaster County Board of Commissioners Dennis P. Stuckey; and Deputy Secretary for Local and Area Transportation, Pennsylvania Department of Transportation Toby Fauver.

ACAC Members Lend Voice to Service Recovery Training

The Assistant Superintendent's Leadership Training Program — a Transportation-Passenger Services joint session on derailment response, investigation and follow-up — now includes the customer's point of view. For the first time, members of the Amtrak Customer Advisory Committee (ACAC) offer their input, much of which has been incorporated into a standardized plan.

This “voice of the customer” training component is part of a broader technical curriculum for assistant superintendents in both train operations and passenger services. In the “On the Division - The Call is Received” session, attendees focus on what to do in the event of a derailment and the associated major service disruption — prioritizing tasks, alerting specific departments and stakeholders, and gathering information.

Additionally, the assistant superintendents hear presentations from the perspective of the customer on factors to consider when service disruptions occur. The customers' desires and expectations are discussed and incorporated where appropriate.

“Any response and recovery plan should be developed in light of what the customer says is important,” according to Kevin Scott, chief, Service Delivery. “In developing and implementing your plan, ask yourself, ‘what did I learn from the customer regarding their expectations, and how can I manage the event to those expectations?’”

A significant expectation during a derailment or other major service disruption is timely communication with customers — whether they are on board, boarding up or down the line or on other affected trains.

“Effective communication keeps problems small,” said ACAC member Franklin Shearer who presents the “voice of the customer” perspective along with his wife, Lucille. “Let us know what's going on, even if the news isn't pleasant. We appreciate your honesty. It's important to get the information out correctly



Photo: Courtesy Franklin Shearer
Franklin Shearer (R.), and his wife, Lucille, provides customers' perspectives on how to address derailments and service disruptions.

before the passengers begin making up their own ‘facts.’”

The training session outlines other keys to good service, including having the appropriate people on site as soon as possible; working as a team to resume service; exhibiting compassion; and following through on any promises made.

The training is a valuable tool, especially for those on the train operations side, according to one assistant superintendent.

“Having the Shearers as part of the training was an eye-opener; they are a good element of the training,” said Jim McDaniel, assistant superintendent, Passenger Services in the Southern Division. “We're already doing a lot of things they recommend, but it's helpful for

those assistant superintendents who may not have the experience with the Passenger Service side of things to see the impact on the customer. This can all cascade downward to the less-experienced front-line managers.”

Central Division Assistant Superintendent, Road Operations Scott Kenner agreed. “It was very informative to have seasoned travelers like Franklin and Lucille provide an unbiased point of view of what the customer is feeling at the time of a disruption,” Kenner said. “They set the tone of ‘we're really here to help.’ Anything we can do to raise customer satisfaction is always a good thing.”

The training, which will be part of the 2010 Block Training, also includes a presentation on leading and coaching employees and managers, with the objective of linking the training components with the day-to-day work environment.

“This curriculum is all about leadership and supporting our employees while providing the best possible service to our passengers, under even the most challenging circumstances,” said Scott. ■

Amtrak Strengthens Rail Evacuation Capabilities for States

At the urging of the Federal Emergency Management Agency — and several requests from state and local emergency preparedness agencies — Amtrak has established a new position responsible for assisting FEMA and local governments to identify potential opportunities for rail evacuations.

“It is part of our mission to meet America’s needs in times of crisis,” said Transportation Vice President Richard Phelps.

The principal officer, Rail Evacuation Planning, is responsible for developing and maintaining operating plans for rail evacuations throughout the country.

“FEMA provides guidance to states and local-level emergency managers who then take the lead in developing emergency evacuation plans,” said Josie Harper, who took on the new position in October 2008. “Our role is to coordinate with state, local and federal rail evacuation planners.” She added that Amtrak’s plans must then be integrated into local evacuation plans.

Working with Butch Williams, Southern Division assistant superintendent, New Orleans, Harper has just completed work on the operating plan for preparedness, mobilization and evacuation operations for New Orleans for the current hurricane season. The 2009 Rail Evacuation Operating Plan calls for Amtrak to provide emergency transportation services in the event of an evacuation. To minimize the impact on revenue service, the evacuation train will be comprised of rail cars currently not in use.

“The key role of the rail evacuation planning officer is to help manage Amtrak’s ability to move people from an area affected by hurricane or other catastrophes in a timely and safe manner,” said Harper, a 30-year

employee who spent the last eight years as an emergency preparedness manager. “This involves examining the route, assigning available crews and equipment, and mobilizing the Rail Evacuation Team.”

including boarding and seating evacuees, distributing food, answering questions and providing information through PA announcements,” she stated.

Mechanical employees on the Rail Evacuation Team are on hand to address



Photo: Gregory Likness

Carrying more than 2,000 passengers each way, Amtrak works closely with local, state and federal agencies to safely evacuate New Orleans residents, shown here during the run-up to Hurricane Gustav in August 2008, in accordance with an agreement with FEMA.

The Rail Evacuation Team consists of managers throughout the system trained to perform operating, security and customer service functions associated with emergency evacuation operations.

The plan, Harper added, calls for Amtrak Police officers to provide on-train support and guard passenger platforms and facilities while the Customer Service team provides boarding assistance and en route support to evacuees. “During our after-action review, following the 2008 Gustav evacuation in New Orleans, the Customer Service staff was instrumental in assisting evacuees in numerous ways

any equipment issues, while the Engineering staff mitigates and maintains compliance with signal and track issues.

Harper has also worked on developing a plan, in coordination with Chicago Transit Authority, METRA and the local Office of Emergency Management, to evacuate the central downtown Chicago business district in the event of a catastrophic event during business hours. Amtrak has also been asked by the state of California to develop a rail evacuation plan. ■

Day In the Life: Sleeping Car Attendants

The *Capitol Limited* wends its way through a slice of Americana that includes Harper's Ferry, W. Va., the steel city of Pittsburgh, Elkhart, Ind., and 11 other stops on its way to the windy city of Chicago and back to Washington, D.C. But, the cow pastures of rural Maryland, the mountainside windmills of western Pennsylvania and the expansive rail yard in Chicago are but a blur in the window to the dedicated sleeping car attendants on the 764-mile, 18-hour journey. Their focus is on attending to passengers — from making special arrangements for elderly passengers to capturing an escaped python.

The day in the life of a sleeping car attendant starts with a host of duties long before the first passenger arrives.

"When I come on duty, my day begins with replenishing the linens, folding hand and face towels, preparing my drink station, and placing water in the roomettes," said Cliff Shaw, a 10-year employee originally from St. Louis.

Shaw added that he can prepare a roomette for passenger use "in about five to eight minutes," not bad timing, considering that he is responsible for 25 roomettes and bedrooms in a revenue sleeping car and the sleeper transition car.

In addition to these regular duties, Shaw also assists passengers in boarding and detraining. At the initial boarding in Washington, an elderly woman requests a switch to a first-floor

roomette next to the restroom for her 90-year-old mother. To accommodate her needs, Shaw surveys other passengers

who might be willing to make the switch. In the end, inconvenience averted; passenger satisfied.

"My job is about making the trip as pleasant as possible," says Shaw. "I've been put here to help these folks. All of us [in the crew] look at passengers as people, not just passengers."

For a day that begins in D.C. at 11 a.m.

until arrival at the crew hotel in Chicago around 9:30 a.m. the next day, Shaw's duties are constant, extending beyond the confines of his sleeping cars. His wife, Kisher, also a 10-year company vet, is a lead service attendant who, on occasion, requires his assistance to augment the service she and fellow Service Attendant Walter Knox provide in the dining cars.

"We met on the job," Shaw says. "Working with her is good because she understands the job, its ups and downs."

Kisher jokingly adds, "That's what a husband should do. He should help his wife."

Shaw's counterpart in his crew is Darrell Harding who, like Shaw, got his job via a Job Corps-Transportation Communications International Union program. While the duties don't change, a couple of incidents in his 20-year career seem reminiscent of an episode of "Wild Kingdom."

"The most unusual thing that has happened in my career was when someone's pet alligator ate its way through its



Sleeping Car Attendant Cliff Shaw prepares to board passengers for the westbound trip to Chicago.



Shaw (in the foreground) and his colleague Darrell Harding listen during the crew briefing prior to embarking on the journey to Chicago.

“Doing just the minimum is mediocre. When you go beyond the norm, passengers can see the difference, and they embrace it.”

shoebox and got loose on the train,” Harding says.

“Another time, a python escaped on the train and wrapped itself around a heater. We had to stop the train and get Animal

Control to get rid of the animals.” Amtrak policy states that only service animals are allowed in stations and on trains.

Most days, Harding points out, are not like that. His idea of an enjoyable trip is “one that finishes without incident.”

His philosophy on customer service?

“Look them straight in the eye; be truthful,” he states. “If there is a situation, the worst thing you can say is ‘I don’t know.’ Ask one of the conductors, but you’ve got to find out what’s going on. People hate to be left in the dark.”



Sleeping Car Attendants Jameel Kinney (L.) and Brenda Lewis confer before the trip back to D.C.

On the return trip from Chicago, Brenda Lewis, a self-described “den mother in a college dorm” maintains sleeping car 3001. “Whether it’s customer service or in your daily life you want to treat people the way you want to be treated,” says Lewis who, in 1979, became the first female car repairman at CSX before coming to Amtrak 26 years ago. “Some people get on the train a little grumpy. I just kill them with kindness.”

In car 3009

is Jameel Kinney. An alumnus of Bethune-Cookman University in Daytona Beach, Fla., Kinney’s customer service approach meshes with those of his counterparts.

“I want to always go above and beyond the passengers’ expectations. I like to dig a little deeper,” Kinney notes. “Doing just the minimum is mediocre. When you go beyond the norm, passengers can see the difference, and they embrace it.”

Four people, one mission. For these employees, the job is about more than bed sheets and hand towels.

In between the monuments in Washington, D.C., and the Sears Tower in Chicago is a picturesque landscape made more enjoyable by these extraordinary sleeping car attendants. ■



Kinney prepares a sleeping berth for use on the return trip to Washington, D.C.

Four-Decade Career Coming to an End for Chief Mechanical Officer

From all corners of the shop floor at any mechanical facility, “Vinnie” is talked about in the glowing terms befitting a man who’s dedicated most of his adult life to the railroad. “Vinnie” is Chief Mechanical Officer Vince Nesci, who is retiring in October, ending a stellar railroad career that spanned four decades and numerous significant changes to how Amtrak operates.

By all accounts, his legacy to the company is marked by a philosophy of hard work, dedication, attention to detail and safety, and customer satisfaction.

“There are very few people that have his technical knowledge of the fleet,” said Chief Operating Officer Bill Crosbie. “I respect Vince the most for his relationship with the front-line employees. He exemplifies leadership with members of Congress, in the boardroom and on the shop floor.”

Nesci is one of those rare, true-life examples of an employee who rose through the ranks but never forgot where he started. Nesci began his railroad career in 1974 with Penn Central Railroad working in the Wilmington Car Shops as a laborer, where he soon qualified in both the electrical and machinist crafts before being promoted to foreman. His time in the shops included working on the original Metroliner and the famous GG-1 class electric engines that Penn Central inherited from the Pennsylvania Railroad. After joining Amtrak in 1976, he worked in Wilmington’s Facility Maintenance department and managed the physical plant renovations, which included the total rehab of all buildings, the piping systems, and the installation of a new electric distribution system that powers the facility. Later, in his first stint as the company’s chief mechanical officer in 2001, Nesci had responsibility for Amtrak’s three major backshops, and played a role in the remanufacture of the AEM-7AC locomotives.

But, if you ask him, Nesci’s greatest accomplishment came when he worked at the Bear facility between 1991 and 1999. “Imagine every person, all 368 of them, pulling on the same end of the rope; nothing was impossible for us,” he said. “My philosophy is to pick the best people I can find, develop a relationship of trust and camaraderie, set goals and support



the hell out of them.”

His leadership skills have rubbed off on a number of people who have been within Nesci’s orbit over the years.

“Vince has taught me the importance of leadership,” said John Grey, Beech Grove superintendent, who has known Nesci for nearly 30 years, working with and for him over the last 20 years. “Vince is goal-oriented. People respect a leader who communicates a goal and a well-stated direction.”

Mario Bergeron, deputy chief mechanical officer added, “I’ve learned

from Vince the benefits of engaging and supporting people in a teamwork environment, and in a way that delivers business results.”

Nesci’s top goal, he said, has been to standardize the processes and procedures across the department so that everyone better understands how maintenance programs impact fleet reliability, availability, production, regulatory compliance and improve safety.

“Vince’s leadership has been consistent over the years with a strong focus on process management, day-spot-shift production of equipment, and ensuring that whatever we do provides the passengers with safe and reliable equipment,” said Master Mechanic Mike Kapela, who has known Nesci since 1989, worked with him in the Wilmington and Bear shops, and now is on his staff. “Not only is he a great leader, but also a good friend and mentor. His departure will be a loss to the department and the company.”

Now, as he prepares to start the post-Amtrak chapter of his life on Oct. 2, Nesci is still hard at work, this time on projects to bring wrecked or previously stored cars back into service, the first of which was Amfleet II car 25103, which was returned to the fleet in mid-July. These projects will return 81 cars and 15 locomotives to service by February 2011, utilizing funds from the American Recovery and Reinvestment Act.

“If the economy is going to grow, we need to be prepared,” said Nesci. “Now with the stimulus funds, we’ll be ready with the additional equipment.”

continued on page 15

Train Bridges Make Train-to-Train Movement Easier

Thanks to a joint effort between Transportation, specifically members of the United Transportation Union, Mechanical and Environmental Health and Safety, Amtrak is acquiring 105 transfer plate bridges by June 2010 to enable passengers, including those that are mobility-impaired, to move safely from one *Northeast Regional* or *Acela Express* train to another in the event of an emergency or service disruption.

During the spring, an Amtrak-designed prototype was developed and subjected to vigorous train-to-train testing by conductors on Amfleet equipment. Consequently, Environmental Health and Safety is using capital funds from its safety hazard reduction project to acquire the first 20 transfer bridges starting in August. Funds allocated through the American Recovery and Reinvestment Act — via the Mobility First Program — will be used to purchase the remaining 85 bridges.

“After a thorough development phase and a number of dry runs, we’ve worked closely with the vendor to make various modifications to the product, which will make the transfer process fully safe and quite a bit easier,” said Regional Safety Officer Rick Gadbois. “Now, we’re in the process of ordering the transfer bridges, with the delivery of the first five in August, and five more every two weeks after that until the middle of next year.”

“As a result of these and previous tests, we came away with a few things we wanted to change or adjust,” said Blair Slaughter, principal engineer, Rolling Stock Engineering.

Changes include adding safety straps on the storage bag to make it easier to carry and eliminating pinch points during deployment of the bridge. It is fully deployable in less than three minutes, a significant factor in on-time performance and effective transfers. The six-foot-long, 30-inch wide transfer bridge has been tested to support up to 1,800 pounds and is useful along 92 percent of the Northeast Corridor where passenger transfers would likely occur.

“We made it easier to deploy,” said Conductor Jimmy Williams, who took part in the train-to-train testing. The design and ongoing testing of the bridge is a collaborative effort among UTU members and the Mechanical and Environmental Health and Safety departments.

According to Gadbois, the current method of transferring

passengers from train to train can be an arduous task, as passengers must descend a set of trap steps and detrain onto the ballast.

“According to Trainmaster Phyllis Gadson-Boykins, “With a little fine tuning, we’ve come up with a great design for getting everyone off safely in these transfer situations.”

Mobility First is a program to eliminate or reduce the physical obstacles to intercity passenger trains for passengers that require a wheelchair. The program includes eliminating vertical barriers either through the use of wheelchair lifts or mini-high platforms with bridge plates. Slightly more than \$2.5 million is being allocated for Mobility First initiatives along the Northeast Corridor.

“Improving access for persons with mobility impairments is required by law but it is good customer relations and good business,” said John Bennett, assistant vice president, Policy, Standards and Business Integration. “This is just one part of Amtrak’s ongoing efforts to secure accessibility for all and fully to achieve ADA compliance.” ■



Photo: Blair Slaughter

Conductor Larry Tkachenko erects the transfer plate bridge connecting two Northeast Regional trains as part of one of four train-to-train dry runs to test the effectiveness of the bridge.

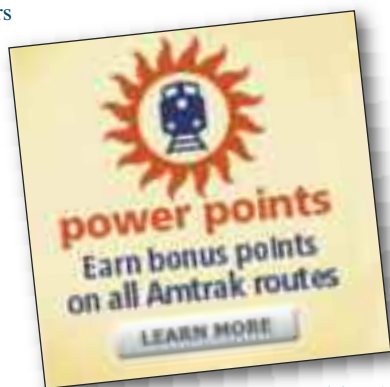
Promotions in Motion

Amtrak Guest Rewards® Offers Bonus Points to Boost Travel and Membership

To stimulate train travel and member enrollment, Amtrak Guest Rewards® has launched a summer promotion to provide its members bonus points for travel on any train. Through Aug. 31, members will earn 100 bonus points for Coach class, 200 bonus points for Business class and 400 bonus points for First class trips. Bonus points are also available for car rentals, hotel stays and a host of other program partners, including Budget, Hertz, Choice Hotels, Starwood Hotels and Resorts, 1-800-FLOWERS.com, Shop.Samsonite.com and TD AMERITRADE.

“Best of all, these bonus points are in addition to the normal points members earn as Amtrak Guest Rewards members or bonus points offered by our program partners throughout the summer,” said Senior Marketing Officer Doug Clark.

Another Amtrak Guest Rewards bonus points program targets travelers along the Northeast Corridor for higher bonus points. *Acela Express* riders who have traveled in the last six months will receive 500 bonus points; those who have not traveled in the last six months will receive 750 points. *Northeast Regional* riders with travel



in the last six months will get 200 points; those who have not traveled in the last half-year will get 300 points.

Amtrak and Scholastic Media Join the Hunt for The 39 Clues™

Amtrak and Scholastic Media have teamed up for a summer promotion of *The 39 Clues™*, a best-selling multimedia book series for children eight to 12 years old that spans 10 books, collectible game cards and an online game that allows readers to compete for prizes. The promotion, which runs through Aug. 31, encourages travelers to “Get On

Board for the Ride of Your Life” during the busy family travel season.

In stations, 2 million branded ticket jackets will be distributed to support the promotion. In more than 90 locations, counter cards and seatback signage on trains will promote *The 39 Clues* “Ride the Rails” sweepstakes, giving passengers a chance to win a trip for four to anywhere Amtrak travels in the U.S, a retail value of \$2,000.

In Philadelphia and other stations in the Northeast, branded banners will be displayed over the course of the campaign. The promotion will also



be featured at www.the39clues.com and the Amtrak Web site. Official sweepstakes rules are posted at www.scholastic.com/39clues/amtrakrules.

Amtrak California Teams with SCA on Green Initiative

Amtrak California is partnering with the Student Conservation

Association (SCA) for a year-long sponsorship of three green projects. SCA members, a nationwide conservation force of college and high school students, will wear branded T-shirts identifying the SCA relationship with Amtrak and work on wilderness restoration, search and rescue projects and black bear management, all in Yosemite National Park, Calif.

“Amtrak will be included on SCA’s Web site, in e-newsletter distributions, on their social networks and in e-mails sent to constituents,” according to Carol Shannon, marketing director, West. “This relationship goes a long way in highlighting our commitment to environmental issues and conservation ethics.” ■



Nesci

continued from page 12

A stickler for detail and customer satisfaction, he is applying his brand of leadership to the task. Nesci starts each day with a smile, his passion about the cars and locomotives in his care evident in his voice. In warm weather or foul, he is always outfitted in a short-sleeved shirt. Why?

“You don’t have to roll up your sleeves when you get to work,” he said.

Retiring to his hometown of Wilmington, his days will soon be less about keeping Amtrak trains in proper condition and more about the joys of his family, including daughter Jackie and three grandchildren, Madison, 11; Alena, 9; and Nathan, 5.

“When he’s not hanging out with the kids, the “honey-do” list on the fridge will help him forget all about the broken-down locomotives, meetings, budgets, presentations and all the other things that have occupied his time over the past 35 years,” said his wife, Donna, an administrative specialist in Wilmington. “Lucky for me, Amtrak’s loss is my gain. I’m looking forward to growing older and eventually retiring with him.”

The people who have fond remembrances of Vince Nesci are far too numerous and their well-wishes too expansive for these pages. Yet, as he moves on to spend time with his family and relax, the single sentiment from all who’ve had the privilege to work with him is very simple: “Good track and clear signals.” ■

Front Line Focus

Dear Amtrak:

Recently, I finished my travel ... home on the *California Zephyr*. When I departed ... San Francisco, I began my rail journey from the Amtrak station at the Ferry Building. At that time, it was my experience to find a very cheerful, helpful and most considerate ticket agent. Kim Pitters ... was most helpful and I believe she gives all who go Amtrak the very best service and is worthy of being commended. She taught us how to read our ticket codes and she printed out our itinerary to give us a much more pleasant journey.

She certainly gives Amtrak a very positive image in the Bay area.

Sincerely,
California Zephyr Passengers

Mechanical Department Employee Honored for Safety Contributions

Mechanical Superintendent Dave Cowan was recently honored with a certificate of commendation at the E.H. Harriman Awards Ceremony in Washington, D.C., for his efforts in significantly reducing the number of reportable injuries for the department at the Los Angeles facility over the past four years. At press time, the department had experienced two reportable injuries in 2009.



Photo: Ralph Alswang

“It was a true honor to be treated with such dignity by the Harriman Commission and be awarded this recognition, all for simply doing my job,” said Cowan (L.), who received the award from U.S. Transportation Secretary Raymond H. LaHood.

Dear Amtrak:

... My husband and I took the *Auto Train* from Sanford, Fla., to Lorton, Va. There we encountered the most professional and dedicated Amtrak employee we have ever met in the 10 years we’ve been traveling to and from Florida on Amtrak. Her name is [*Auto Train* Attendant] Yvette Michelle Chaney.

... She was committed to the comfort and safety of all passengers. She showed kindness to the passengers and clearly wanted everyone to have an enjoyable trip. Her personality is exceptional.

... She is clearly a devoted Amtrak employee. Amtrak is fortunate to have Yvette as an employee. We hope that she is valued by Amtrak as much as we valued her on our trip.

Sincerely,
Auto Train Passengers

Employee Milestones

Congratulations to All of You!

20-Year Anniversary June 2009

ALDRIDGE, ROBERT
ALLEN, CHARLES
ALPERN, ADAM
CAREW, VICTORIA
CARNEVALE,
THOMAS
CHRISTMAS, CARLEEN
CLAESON, KEVIN
DOCTEUR, ANGELOT
DOLORES, GILBERT
EVERETT, JAMES
FALZONE, DOMINICK
GOODWIN, WADE
GRIFFIN, BRIAN
GRUBBS, DONALD
HANE, WINIFRED
HATCHER, FREDERICK
HOLMES, SHARON
HUBBARD, KETHIA
HUNTER, JEFFERY
HUYNH, KEN
JEAN-CLAUDE,
ALEMAN
JOHNSON, YVETTE
KENISTON, DOUGLAS
KING, AUDREY
KISSINGER, ERNEST
LEIST, TODD
MARTINEZ-
MARQUEZ, MARILYN
MATTHEWS, VERNON
MAVOUR-TOBY,
JULIANA
MCDONNELL, KEVIN
MCNAMARA,
STEPHEN

MCQUEEN, GRANT
MCRAE, DEQUINCY
MOREAU, JEAN
NEWMAN, JOHN
NGUYEN, TOAN
PASKO, JOHN
PATEL, VIKRAM
PAVAO, RUSSELL
PERKINS, GUY
PICKETT-BECERRA,
DAVID
PIETRAFETTA,
ROBERT
RAVERT, BRIAN
REZAC, THOMAS
ROBINSON, JOHN
RODRIQUEZ, JOSE
SCOTT, RICHARD
SEUNARINE, RICHARD
SINGLETON,
CATHERINE
SMITH, GLENN
STEVERMAN, LEO
TAYLOR, MICHAEL
THORPE, VALERIE
UPSHUR, YVONNE
WALCOTT, CLYDE
WALTON, JOHN
WHITE, PEGGY

July 2009

BENSON, WILLIAM
BIONDO, CAROL
BOETTINGER, JOHN
BURRIS, THEODORE
BURROUGHS,
CHARLES
BUTLER, JUDAH
CEYLOR, JOHN
CONROY, TIMOTHY

COSBY, CHARLESE
DAVIS, PAMELA
DEGENER, DENISE
DOBY, HARRY
EZEKIEL, DERRICK
FORAN, RICHARD
GAINES, MARRA
GENTRY, RONALD
GREENE, JOHNNIE
HULL, FELIX
JOHNSON, ERIC
JOHNSON, HOWARD
JONES, MELVIN
KAY, DALE
KILBY, KEVIN
KYSER, JAMES
MALDONADO,
DELISA
MARKLE, MICHAEL
MAYS, GREGORY
MORRIS, CRAIG
MYLES, KEVIN
PACE, TINA
SANDOVAL, SALLY
SHEEHAN, RICHARD
SHELL, ANTHONY
SINCLAIR, CHARLENE
SULLIVAN, MARGIE
TANGRETI, ANTONIO
TAYLOR, WILLIAM
THOMPSON, WILLIAM
TOLSON, RICHARD
TUCKER, DONALD
TURNER, GARY
WALSH, MARTIN
WANAMAKER, ALAN
WATKINS, TAMMY
WHITE, MICHAEL

WILLIAMS, DARYL
WILSON, YVONNE
WOJCIECHOWSKI,
JOHN

25-Year Anniversary June 2009

ANDERSON, YVONNE
ARTHUR, DEANNE
BRENNAN, JOHN
BRUNSWICK,
MARCUS
CACCIABAUDO,
SALVATORE
CALDWELL, DEBBIE
CAMPBELL, BERNARD
CLARK, WILLIAM
CLAYBORNE, JOHN
COSTELLO, WILLIAM
COX, KENNETH
CUMBIE, TIMOTHY
DREW, DEVI
DURANT, JAMES
EDLEBECK, WILLIAM
EILER, MARK
EPHRAIM, DONALD
ERNEST, NANCY
FARR, MELVIN
FLANDERS, JACK
GABBARD, GARY
GILLESPIE, MICHAEL
GOLA, LORA
HOLLISTER, MICHAEL
HUGHEY, WILLIAM
JENKINS, MICHAEL
JOHNSON, THELMA
JOHNSON, YVETTE
JONES, DWIGHT

JONES, JOHN
KELSEY, WILLIAM
KING, DAVID
LE COMPTE, PHILIP
LIVINGSTON,
CHRISTINE
MADRID, CRUZ
MARSH, JOYCE
MEANA, MARK
MEYER, JOHN
MICHALSKI, JUANITA
MILLS, DAVID
PAIGE, DOUGLAS
PAUL, LINDA
PERSLEY, LYNDA
PESCE, DARYL
PETERS, RODNEY
PEYTON, RONALD
POBLETE, ARNOLD
QUIGLEY, EMORY
ROLLINS, ELLEN
SAMSON, ROBERT
SHAW, ALFRED
SHAW, MARK
SMITH, ANNA
SNIDER, LESLIE
TROY, MICHAEL
TURKEL, EDWARD
TURNGREN, JAMES
WEISS, ROBERT
WHITE, DANIEL
WOOD, JOHN
WOOD, MEREDITH
July 2009
ADAMS, DONALD
ASEVES, MARTIN
BADGER, JUANITA
BLAND, STANLEY

Employee Milestones

Congratulations to All of You!

BOATWRIGHT, GEORGE
 BROWN, PHYLLIS
 BUSH, STEPHEN
 CALVILLO, HENRY
 CARTER, RODGER
 CHRESTAIN, PATRICIA
 DWYER, DANIEL
 EDMONDSON, HAROLD
 FELD, ERIC
 FERRARA, PHILLIP
 FINNEY, PRISCILLA
 GADDIS, DARLENE
 GARTSIDE, JOEL
 HOLLOMAN, GUY
 LITTLE, KEVIN
 LUNDY, MILTON
 MC CARTHY, MICHAEL
 MCCANN, JAMES
 MILLIES, STEPHEN
 MONEGAN, NORMAN
 MURPHY, KEVIN
 MYERS, BERNARD
 NESEL, JOHN
 NOBLE, GILBERT
 OXNER, BRUCE
 POPP, JERRY
 QUINN, EDWARD
 QUINN, HENRY
 RODGERS, MELVIN
 ROONEY, SUSAN
 SAMUILOFF, NICHOLAS
 SCOTT, JOE
 SHAW, BOBBY
 STOKES, EARNEST
 TANGNEY, PATRICK
 THOMAS, JAMES

TURNER, JOSEPH
 WALKER-SMITH, DELISA
 WEBSTER, BRIAN
 WOOD, THOMAS
 ZIEGLER, CINDY

30-Year Anniversary
June 2009

BAYNHAM, SANDRA
 BERG, DON
 BROWN, ROSALYN
 BULLERWELL, JAMES
 CAMPBELL-SCHUELER, SUSAN
 CHAPLIK, WILLIAM
 COLEMAN, MARIE
 COOK, LEWIS
 CRAVEN, ANNA
 DAVIS, RUBY
 DAVIS, WILLIAM
 DWYER, MICHAEL
 FRANCELLA, LEONARD
 FRITTS, JACK
 GALICIA, MARIO
 GERARD, ROBERT
 GROVER, MARIA
 PAUGH, SHARON
 HAYES, LINDA
 HITTER, JOSEPH
 HOLCOMBE, GERALD
 HOLMES, JEFFREY
 JACKSON, JOSEPH
 JAVINS, LINDA
 JONES, MARGARET
 KIRKWOOD, LINDA
 LAMAR, NATHAN
 LANGREDER, GREG

LIVINGSTON, JOHN
 LOARING, ESTHER
 MADDEN, EDWARD
 MAPLE, RICHARD
 MARTZ, CHARLES
 MAYES, JOHN
 MCDOWELL, HAROLD
 MCIVER, PHILLIP
 MUNROE, GREGORY
 MURRAY, ALBERT
 NG, STEVE
 NICHOLS, DAVID
 PARKER, ALAN
 PASQUALONE, LEONARD
 PHILLIPS, PAUL
 PISCIONE, THOMAS
 POILLON, SUSAN
 RODRIGUEZ, ANGELO
 RODRIGUEZ, ENRIQUE
 ROMER, CYNTHIA
 SPEES, THOMAS
 STAFFORD, WAYNE
 STEELE, LINDA
 STEGMAN, DONALD
 THOMAS, PETER
 TRAINA, JOSEPH
 TROISI, DIANE
 VEGA, MANUEL
 VELTRI, ALFRED
 VINCENT, DAVID
 VOUGA, ROBIN
 WEISER, MARY
 WILLIAMS, DENISE
 YOUNG, ROXANA
 ZAVISKA, DEBORAH

July 2009

AVINGTON-KEY, SHARON

BITHELL, DOUGLAS
 BONAGURO, FRANK
 BROWN, JEFFERY
 BUTLER, TONY
 CUSHINE, DONALD
 DEAN, WAYNE
 DECRISCIO, PATRICIA
 DESPER, ANNA
 ESTY, ROBERT
 ETRO, GERARD
 FORNEY, MICHAEL
 FOX, DANIELLA
 GREEN, WALTER
 HECHT, RICHARD
 HILL, JOHN
 HOBBS, DONALD
 HUMMEL, PAUL
 HUMMEL, TIMOTHY
 IORIO, JOSEPH
 KATZ, PHILIP
 KING, KEVIN
 LAMICELA, EMANUELE
 LESNIAK, WALTER
 LICHTMAN, ROBERT
 LORIMER, MARY
 MARTIN, KENNETH
 MCATEER, JOHN
 NESCI, DONNA
 PATTI, LEONARD
 PAUL, STEVEN
 PETROWSKI, STANLEY
 PHILLIPS, BENNIE
 RANDONE, MARK
 SHARLEY, STEPHEN
 SIWASKI, WILLIAM
 STARK, KRISTOFER
 STICKLER, GLEN
 TARKKA, STEVEN

TAYLOR, ROBERT
 TOLEDO, SANTIAGO
 WANCHISEN, STEPHEN
 WATSON, LEONARD
 WICKLIFF, MARK
 WRIGHT, JOHN
 WRIGHT, ROLLIE

35-Year Anniversary

June 2009

BESTILNY, HELEN
 BOYD, GARY
 DOBOS, PAVEL
 FAHY, EDWARD
 FINN, THOMAS
 FRANCIS, VICTOR
 HASTINGS, ELIZABETH
 HAYES, RONALD
 JONES, DAVID
 KUSKEY, JAMES
 KYRIAKOS, JACK
 MACON, DARRELL
 MALLOTT, GLENN
 MASON, RICHARD
 MCCABE, JOHN
 SMITH, KEVIN
 SPENCER, PATRICIA
 SPINALE, PHILLIP
 WILLIAMS, STEVEN
 WRIGHT, DONNA

July 2009

BOUQUARD, DAVID
 DANT, MARK
 DAVIS, MELVIN
 HIKIDA, WAYNE
 JONG, CHERYL

Employee Milestones

Congratulations to All of You!

KELLY, SEAN
MCGARITY, RICHARD
MELTON, OTHA
MULLEN, JULIE
PAYEN, DANIELLE
PEARSON, JACK
PETTIT, ABRAHAM
PINDER, KEITH
POLLATSEK, OTTO
REAVES, MARCIA
ROSS, DIANNE
SALEEM, RA'OOF
SAMUEL, VALERIE
SPINALE, JAMES
THOMPSON, HAROLD
WALLIS, WILLIAM

Retirees May 2009

ABATE, FRANK
ALVAREZ, FRANCISCO

BUTLER, MELVIN
DENIO, THOMAS
DEWITT, JAMES
EATON, JAMES
FELTZ, NICHOLAS
FRITCH, DOLORES
GILBERT, VERNON
HARRIS, JAMES
HEFNER, KERRY
HERRON, PETER
HONNOLL, LINDA
HULL, CHARLES
JOHNSON, CARL
KIRSCHKE, EDWARD
KNIGHT, JACK
MCMAHON, CHARLES
MERRITT, SAMUEL
MOORE, LORETTA
NELSON, GARY
OCLON, RONALD

O'NEIL, MARTHA
PAPINEAU, MICHAEL
TREAKLE, JAMES
WHITE, REGINALD
WITT, ANNE
WORTH, BRUCE

June 2009

ALLEN, CRAIG
BANE, BILLY
BESBIEL, MICHAEL
BLOCKER, RICHARD
BRAND, EARL
BRUNO, FRANK
CAVALIERE, ROBERT
COATES, DESMOND
DIEFFENBACH, THOMAS
DONOVAN, WILLIAM
DRUMMOND, ROBERT

FENLEY, JAMES
FRAZIER, EMMANUEL
GALLAGHER, MICHAEL
GIRARDI, FRANCIS
GUARD, EILEEN
GUERINGER, GREGORY
JACKSON, HERBERT
JACKSON, PRISCILLA
JOHNSON, JOSEPH
KNAUB, ROBERT
MANCIA, JULIO
MCGINLEY, MICHAEL
MEYER, BOBBI
MILLER, JOHN
MITCHELL, SHERMAN
MORRIS, DARRELL
MORRISON, CORA
NORWOOD, GAYLORD

O'LEARY, RICHARD
PALMER, ANDREW
PETERS, TARRANT
PHILIP, ISSAC
POOLE, MICHAEL
PRADER, JOHN
ROY, EDWIN
SAPONARO, MICHAEL
SIMPKINS, HAROLD
STOIANOV, STOIAN
THOMAS, MILTON
THORNTON, DIANE
TILTON, LAWRENCE
TOLLER, JERRY
TREMBLEY, JOHN
TURNER, GEORGE
TUSSEY, STEPHEN
VILARY, MICHAEL
WORTH, BRUCE



Back In the Day

The last Amtrak train to operate with post-WWII steam-heated equipment, this northbound Miami/Tampa Bay-New York *Silver Star* nears the Richmond station in 1980 behind an SDP40F locomotive 648. The head-end cars were acquired from the U.S. Army, having previously served as hospital and transport haulers.

Adirondack Celebrates 35th Anniversary



The *Adirondack* marked its 35th anniversary of its service with an Aug. 5 celebration at the Albany, N.Y., station and a special \$35 fare to any destination along the route where the corresponding city pairs are more than \$35.

In addition, representatives of the Trails and Rails partnership between Amtrak and the National Park Service conducted a “meet and greet” at the station and distributed commemorative candy bars on board the train.

Traveling through the scenic Hudson Valley and the Adirondack Mountains between New York City and Montreal, the *Adirondack* was recently proclaimed as one of the 10 most scenic train trips in the world by National Geographic Traveler magazine. Ridership from October 2008 through June 2009 was 68,000; revenue is at \$3.6 million. ■

Pere Marquette Celebrates Silver Anniversary

The *Pere Marquette* celebrates 25 years of service in August. On the morning of Aug. 5, the southbound/westbound train departed from Grand Rapids, Mich., with celebrations at each of its Michigan stops, including Holland, Bangor and New Buffalo.

The *Pere Marquette* is named for Michigan’s own Pere Marquette Railroad and called “one of the nation’s loveliest short-distance trains” by Passenger Train Journal magazine. Ridership from October 2008 through June 2009 was 75,000; revenue was at \$2 million.



Moments In Amtrak History

JULY - AUGUST



July 29, 1991

After renovations by the city, Amtrak restored service to the Cincinnati Union Terminal (now called the Cincinnati Museum Center at Union Terminal) via the thrice-weekly *Cardinal*.

July 6, 2000

After 29 years, the familiar “inverted arrow” of the Amtrak brand is replaced by a new contemporary logo.



August 7, 1975

Amfleet cars enter service on the Northeast Corridor. The cars were built in two series, from 1975 to 1978 and from 1981 to 1983 by the Budd Co.



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Washington, D.C. 20002

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Human Resources office.

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Southern MD
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A Monthly Publication for and by Amtrak Employees

Volume 14 • Issue 9 • October 2009



**Stimulus Funds Lay
Foundation for
PIDS Pilot**

**What You Need to
Know About the
Flu Season**

**Past PSSA Winners
Continue Legacy of
Achievement**

AMTRAK® i n k

Vol. 14, Issue 9, October 2009

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PROMOTIONS IN MOTION

Editor’s Note:

Welcome to the Technology issue. From the Strategic Asset Management initiative to the PIDS project to the revamped Amtrak.com site, various departments are working collaboratively to create technological solutions to meet today’s business demands. As other projects, like e-ticketing, roll out, look to Amtrak Ink for the latest details.



“In the Transportation area, the first thing that comes to my mind is locomotive event recorders, specifically speed tapes. As a road foreman, I was required to unravel hundreds of feet of paper tapes — like toilet tissue rolls — to evaluate speed compliance of the engineers. Today’s technology simplifies the process.”

Joe Yannuzzi, general superintendent, Southwest Division, Los Angeles



“In February 1997, we were among the first in the industry to introduce booking capability on Amtrak.com. Then, in June 2006, we were the first and only travel company to offer booking via mobile devices. And, in October 2008 we enabled customers to book hotel and car accommodations while booking their rail.”

Kathleen Gordon, senior director, e-Commerce, Washington, D.C.



“During my career, the Engineering department has made significant technological advancements. In the Track department, for example, the development of CAT tampers has dramatically increased productivity and ride quality.”

Steve Reynolds, staff engineer, Central Division, Chicago

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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train of thought

As I write this, we're days away from ending the 2009 fiscal year. While the numbers aren't final yet, FY '09 will close with the second-highest number of passengers and ticket revenue in Amtrak's history, serving 27.1 million passengers and generating \$1.6 billion in ticket revenue.

The performance follows the extraordinary year we had last year (the best year ever), which was in part driven by high gas prices. Second-best is nothing to sneeze at when you consider the double-digit ridership growth we experienced last year and the state of the economy this year. I see it as a testament to the value that passenger rail brings to Americans and their communities, even in tough times.

It also says a lot about the service we provide and the work each of us contributes to delivering high-quality service, and I thank you for your hard work.

We're also very close to securing an appropriation for the 2010 fiscal year that starts Oct. 1. By the time you read this, we will know whether we're starting the year on what Congress calls a Continuing Resolution — essentially at last year's funding level — or Congress will have approved the FY '10 appropriation.

The House and Senate versions of the appropriations bill need to be reconciled; the U.S. House of Representatives has



Photo: Steve Ostrowski

President and CEO Joe Boardman smiles proudly from a 2-8-2 Mikado steam engine that once belonged to the Canadian National Railway. The locomotive, which was built in 1917, was one of several pieces of railroad equipment and memorabilia on hand for Railfest 2009 at the Steamtown National Historic Site in Scranton, Pa. Boardman served as the event's grand marshal.

approved \$1.5 billion and Senate number is \$1.57 billion. Both fall short of the \$1.84 billion, plus \$144 million for ADA needs that we requested. You may also have seen stories in the media about an amendment to the Senate bill that would require us to allow guns in checked baggage, beginning six months after the bill becomes law. We've been providing Congress information about what an appropriation that falls short of our request might mean. We've also advised Congress that our entire annual appropriation should not be contingent on a compliance deadline (this gun amendment) that we cannot meet due to financial and time constraints.

Late next month, I will mark my first-year anniversary at Amtrak. I know that pales in comparison to many of you, but I have been close to Amtrak for more than just the past year. I know some of you wonder if I'll be here longer than one year, and some of you have asked me directly. We have a lot of plans to carry out, and I have advised my fellow board members that I am prepared to serve Amtrak three to five years to see some of these plans through to bring stability to the organization. Next year, you'll be hearing more from me about what to expect in the next couple of years.

In the meantime, thank you for the work you do and for the support. Please keep working safely. ■

FY 2009 Ridership Tops 27 Million

Second-Highest Year in Company History

Despite steep shortfalls primarily driven by external market conditions, such as high unemployment, lower gas prices and a shaky economy, FY '09 is still Amtrak's second-highest year ever for both ridership and ticket revenue. While the September figures were not final at press time, ticket revenue for the year was expected to top \$1.6 billion, with ridership slightly above 27 million.

"We expect FY '09 to come in at a 5 percent increase in ridership and a 6 percent increase in ticket revenue compared to FY '07," said Emmett Fremaux, vice president,



The Illinois Zephyr is one of the short-distance trains that have benefitted from recent service expansion to post improved ticket revenue and ridership numbers in FY '09 vs. FY '07. Similarly, demand for long-distance trains is on the uptick, compared to FY '07, largely due to improved on-time performance.

Marketing and Product Management. "Removing FY '08 from the equation, we've still managed to increase ridership and revenue to record heights each year since 2003."

With 28.7 million passengers and \$1.7 billion in revenue, FY '08 went down as the best in Amtrak history. This dramatic spike in ridership and ticket revenue was driven by

high gas prices that exceeded \$4 per gallon in many places during the summer. In FY '06, ridership was about 24 million and ticket revenue was nearly \$1.4 billion. In FY '07, there were 26 million passengers generating \$1.5 billion in revenue.

"FY '08 was somewhat of an atypical year, as external market forces drove Amtrak ridership way up," added George Raed, chief, Market Research and Analysis. "But, if we examine our ridership and ticket revenues discounting FY '08, we see an upward trend vis-à-vis all prior years."

FY '09 ridership and ticket revenue compares very favorably against FY '07 numbers. On short-distance trains, for example, recent service expansions, particularly on the *Downeaster*, *Keystone Service* and the Illinois routes, have had a positive impact. A comparison between FY '09 and FY '07 shows that through August, the *Downeaster's* ridership was at 444,000 with revenue at \$6.2 million in FY '09. In FY '07, those numbers were at 361,000 and \$4.8 million, respectively. *Keystone Service* ridership was 1.1 million passengers with revenue at about \$25 million whereas ridership was 988,000 and brought in \$20.5 million for FY '07. The Illinois routes are experiencing similar spikes in ridership and revenue thanks to the expansion of service there.

"Similarly, demand for long-distance service between FY '07 and FY '09 has improved, despite the impacts of the recession and fluctuating gas prices, largely due to much-improved on-time performance," Fremaux added.

Acela Express ridership, however, will end FY '09 below FY '07 levels. "In addition to the recession and high unemployment, FY '09 *Acela* ridership has also been compromised by slower schedules due to the track work to replace concrete ties along the Northeast Corridor," said Fremaux. ■

Stimulus Funds Lay Foundation for PIDS Pilot

In many stations nationwide, Amtrak utilizes Passenger Information Display System signage, or PIDS, to convey scheduled and estimated departure and arrival times, boarding status, gate and track designators, and destination lists to the public. Thanks to American Recovery and Reinvestment Act (ARRA) funds along with capital funds, Amtrak is in the midst of a pilot program to, among other things, develop and implement a uniform PIDS system to meet Americans with Disabilities Act (ADA) requirements for disseminating train status information to passengers with hearing or visual limitations. The pilot, which will conclude in December, will deliver new hardware, software, and electronic signs, and upgraded cabling and network infrastructure at the Aberdeen, Baltimore and New Carrollton, Md., stations.

“The PIDS project enhances customer service by efficiently delivering accurate and reliable train status information, implementing safety processes in stations, and progressing station state of good repair improvements, in addition to meeting ADA requirements,” said Sanjean Williams, PIDS project director.

Passengers will notice a standardized, more unified look and feel to various types of signage, including gate boards and kiosks, main arrival and departure boards and platform displays.

To meet the ADA requirements, visual paging systems will be implemented to serve the needs of passengers who are deaf, and information will be provided in audio and visual formats simultaneously. Passengers will also benefit from strategically mounted displays with improved viewing angles, legibility, and use of graphic symbols. The system will provide the capability to store, generate, schedule and prioritize audio and visual messages.

Amtrak plans to deploy the new nationwide PIDS standard in a phased approach, with additional installations at select stations in FY '10. The standardized solution is designed to accommodate future connectivity to a number of the company's core systems and will be deployed in Amtrak stations



of varying size; however, the system will be flexible enough to support stand-alone station operation.

With the pilot implementation, PIDS will receive up-to-date information through ARIES (previously known as Amtrak Web Services) from the Train Communications Data (TCD) and Train Equipment Monitoring systems (TEMS). As the functionality is rolled out, PIDS will also receive and display predictive train status information from the National Train Activity Monitoring System (NTAMS) that is now operating on some of Amtrak's diesel fleet. (See the sidebar for more details on NTAMS.)

TCD provides information on the actual status of a train. As it passes a geofence, which creates a virtual perimeter around a specific area, an alert is sent to the Arrow system, providing information to CNOC, Mechanical, road foremen, sales agents, and now PIDS.

“Information about delays and disruptions would be communicated in a timely manner,” Williams said.

Through TEMS connectivity, the PIDS signage on the platforms will provide consist information to facilitate boarding by informing passengers of the specific location of accommodations such as Sleeper, Business, First class and Quiet cars. ■

Automated Train Status Information Improves Customer Service

With as many as 200,000 train status requests being generated every day, customers and Amtrak personnel clearly need reliable and timely train status information. Now with a new program, more than 200 off-corridor diesel locomotives have been fully outfitted with the Train Communications Data (TCD) system, which includes a Global Positioning System, engine and fuel monitoring, and video recording capabilities. A key outcome of the TCD implementation is its ability to provide real-time, continuous train status information to customers and Amtrak employees via the National Train Activity Monitoring Systems, or NTAMS.

NTAMS determines a train's estimated time of arrival at stations based on GPS positioning and supplies the information to operations centers, ticket offices, and customers. The system's ability to provide regular and frequent updates has dramatically improved with the availability of accurate GPS information coming from the TCD system. In June, NTAMS began sending automated arrival and departure information to Arrow, Amtrak's reservation system that provides the distribution channels with train status.

“The TCD system creates a virtual perimeter, called a ‘geofence’ around a specific geographic area using GPS coordinates,” said Lenetta McCampbell, senior director, On-board Systems. “So when a train enters or exits an area, arrival and departure messages are sent to Arrow via NTAMS. When a train is between stations, NTAMS calculates the predicted arrival time at down-line stations using GPS technology.” In addition, if a train is delayed between passenger stations, an alert is automatically sent to CNOC so trouble areas can be addressed more quickly.

The system has over 500 station and 26 mechanical facility geofences defined. Senior Director, System Operations, Chris Jagodzinski, led the effort to map the entire Amtrak route system with the geofences.

“Through the use of TCD, all customers and employees now have accurate, real-time estimated arrival times, even at unstaffed stations. For the first time, we truly know where a train is, not just where it was.”

Previously, NTAMS made ETA updates using an antiquated quasi-GPS system. The aged and failing equipment often left engines out of contact, both to System Operations and to customers. In many cases, train status information would not be available at unstaffed stations. More routes are being added to NTAMS as they pass a quality assurance process.

NTAMS will eventually include arrival and departure information on station electronic

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Amtrak.com To Get a Facelift

New Web Site Will Enhance Customer Service, Generate Added Revenue

In FY '10, an updated Amtrak.com will debut with a number of new features to make it even easier for customers to electronically book train tickets, increasing sales and adding more revenue to the bottom line. The new site's share of ticketed sales is expected to increase to more than half of all ticket sales.

"The new Amtrak.com is going to increase both long-distance and short-distance business by offering customers a complete view of available seating and an array of pricing options," said Kathleen Gordon, senior director, e-Commerce.

An enhanced fare finder feature will consolidate all booking functionality — reservations, train status, schedule search and the "My Trip" section — into a single dynamic menu. The new site will show full-day availability that reflects an entire day of seating inventory instead of the current maximum of 10 options



available for selection. With the new view, customers will see all seating options including First Class; the current site requires additional site navigation to view these upgrades.

Other features will include a shopping cart for itemized purchases; an inventory alert icon that notifies customers when seating on a given departure is limited, thus prompting sales; the launch of travel insurance options to generate ancillary revenue; and a pricing matrix that will enable customers to select the lowest price and find the fastest train.

Another significant feature is enhanced service alerts for individual trains.

"In the past, customers would only find information related to delays in a broad, generic manner," said Publisher Steve Alexander. "Now, customers will see alerts specific to the affected trains only."

"We're forecasting a 51 percent share of tickets sold online for FY '10 as a result of the re-launch, 1.5 percent over last year," said Gordon. "We believe that the current Web site reached its plateau in FY '09, so this 1.5 percent share growth represents an increase of more than \$10 million in ticketed revenue."

The redesigned Amtrak.com is the result of a collaborative effort between the e-Commerce and Information Technology departments, one that bore fruit throughout the project. "One of the challenges we faced was that showing full-day availability on the site was putting a huge strain on our systems," according to Roger Seitzinger, creative director. "IT came in with new main-frame capacity and scaled the system to meet the new requirements. This and other instances of day-to-day teamwork have demonstrated the value of how our partnership is making this project a success." ■

NTAMS

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signage as part of the Passenger Information Display System, a new initiative to convey train information in both electronic and audio formats to meet the Americans with Disabilities Act requirements. While the NTAMS project team's attention is on off-corridor trains, it will focus next on deploying NTAMS to Northeast Corridor trains.

Routes that currently track ETA, departures and arrivals are the *Downeaster*, *Hiawatha Service*, *Illinois Service*, *Michigan*

Service, *Missouri Service*, *Capitol Limited*, *City of New Orleans*, *Carolinian* (between Washington and Charlotte only), *Heartland Flyer*, *Texas Eagle*, *Empire Builder*, *Hoosier State*, *Lake Shore Limited*, *Palmetto*, *Silver Meteor* and *Southwest Chief*. Routes that track ETA only are the *Crescent* and *Coast Starlight*.

Additional installations are planned for early fall through winter 2010.

Business Improvements Through Integration: Strategic Asset Management

Employees Provide Input at Workshop

Key representatives from departments across Amtrak attended the second Strategic Asset Management workshop held in Wilmington, Del., last month to provide input on ways to improve and integrate the business processes that drive activities such as ordering materials, invoicing, maintaining inventory and budgeting.

The objective of the SAM program is to support the business by developing the processes and system tools to share data and information across departments.

“Getting [the departments’] input on decisions will help the company operate better in a more efficient and integrated way.”

“This integration will unify our workforce and expand our visibility into how what we do relates to both upstream and downstream activities to optimize overall company performance,” said Don Ford, senior director, Enterprise Resource Planning.

During Workshop 2, approximately 40 representatives from the Mechanical, Transportation, Finance, Engineering, HR, Logistics and IT departments joined the SAM team to discuss progress on completing the definition of the fundamental steps to best perform business tasks and preview aspects of the software that will support the business changes associated with the first SAM rollout.

The first rollout is currently slated for the spring of 2011 and will focus primarily on the finance and logistics areas. In addition

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EIM Project Hitting the Road

The Employee Information Management (EIM) initiative is embarking on a road show this month and next to give managers the latest news on upgrades to the Web-based technology that will provide them better access to information from the SAP system.

The same “self-service” technology that enables supervisors to manage leave functions for all non-agreement and ARASA-OBS employees and allow these employees to easily check leave balances, view Human Resources information and electronically submit and/or approve leave requests, will offer more convenient functions.

“EIM will include a new online recruiting system to help hire people faster, and a new

Location	Dates
Chicago	Oct. 19 and Oct. 20
Oakland	Oct. 21
Riverside, Calif.	Oct. 22
Los Angeles	Oct. 23
Jacksonville	Oct. 26
Wilmington, Del.	Oct. 28 and Oct. 29
Philadelphia	Nov. 2 and Nov. 3
New York	Nov. 4 and Nov. 5
Boston	Nov. 6

learning system that lets employees find and enroll in training,” said Ron Saunders, director, Enterprise Resource Planning. “It will also allow employees and managers to view and change some of their own personal data.”

Managers will also be able to view staff information using a manager’s portal. For example, managers will be able to see when an employee’s certifications are set to expire, enabling them to enroll the employee in recertification training.

The upgrades will save time and paper by moving some paper-based processes to electronic forms.

Look for additional information about the road shows in upcoming editions of *Amtrak This Week*, the Spotlight newsletter and e-mails from the EIM project team. Outreach to agreement employees on access to and functionality of EIM will begin at the end of the calendar year.

For more information about EIM, contact the project team at EIM@amtrak.com. ■

What You Need to Know About the Flu Season

Editor's Note: Through the Pandemic Flu Committee, the Environmental Health and Safety and the Health Services departments, the company is closely monitoring the situation and following Centers for Disease Control recommendations regarding the flu pandemic. The CDC recommendations are expected to evolve according to the scope and severity of the pandemic. Similarly, Amtrak policies, procedures and other guidance will remain flexible. Stay informed by visiting www.flu.gov or www.cdc.gov/h1n1flu.

How is the company addressing the flu pandemic?

The company has activated the Pandemic Flu Plan, and the Pandemic Emergency that was announced by Chief Operating Officer William Crosbie last spring is still in effect. The Pandemic Plan is posted on the Intranet site, at "Safety" → "Public Health."

As part of its Pandemic Plan, Amtrak is taking a number of steps, including providing the seasonal flu vaccine to employees either on site or through a voucher system, starting this month; providing non-alcohol-based hand sanitizing wipes for use aboard trains and hand sanitizers for other locations; utilizing protocols for handling customers, passengers and employees who are symptomatic; and reminding employees to maintain healthy habits.

Where should flu cases be reported?

A protocol has been established for handling customers, passengers and employees that show symptoms of the flu virus. It is critical that supervisors (or conductors aboard trains) notify CNOC at (800) 424-0217 or ATS 734-2307 if they encounter a customer, passenger or employee exhibiting symptoms of the flu. CNOC is serving as the central clearing-house for all suspected cases of flu aboard trains or at Amtrak facilities.

How can I tell the difference between seasonal and H1N1 flu viruses?

H1N1 and seasonal flu viruses cause very similar symptoms and are tough to differentiate.

How is the flu spread?

Flu viruses are spread mainly from person to person through coughing or sneezing by people with influenza. Droplets from a cough or sneeze of an infected person move through the air. The flu virus can live on hard surface objects up to eight hours, and may be spread when a person touches a hard surface where the virus has landed and then touches his or her eyes, nose or mouth.

How can I minimize my exposure to the flu virus?

Maintain a healthy lifestyle through rest, diet, exercise and relaxation; wash your hands frequently for 20 seconds with soap and water or use a hand sanitizer; cover your mouth with a tissue or upper shirt sleeve when coughing or sneezing; avoid touching your eyes, face or mouth; routinely clean surfaces and items that are touched frequently; get vaccinated against the seasonal flu; and stay informed. Visit www.flu.gov or www.cdc.gov/h1n1flu for up-to-date information. The circumstances will vary; CDC recommendations and Amtrak policies and procedures will change accordingly.

Will Amtrak be providing the seasonal flu vaccine to employees and will that vaccine protect me from the H1N1 virus?

A seasonal flu vaccine is being offered to employees, but it will not protect you against H1N1. However, the CDC recommends a yearly seasonal flu vaccine as the first and most important step in protecting against seasonal influenza.

Amtrak will be providing the seasonal flu vaccines free of charge at most locations, starting this month. This is completely voluntary. A voucher system to be used at clinics and pharmacies will be available for employees at locations where the vaccine won't be administered, or if an employee misses the opportunity to get the vaccine at his or her location. The vaccine is available for employees only; dependents can use their health coverage for their vaccinations. At press time, details on how the seasonal flu would be provided were not finalized. Look for information through *Amtrak This Week* and flyers or posters at your location.

What are the symptoms of the flu?

The flu virus, including H1N1, typically causes a fever of 100°F or higher and cough or sore throat. Other flu symptoms may include chills, runny nose, body aches, headache, fatigue, diarrhea or vomiting.

What should I do if I have flu symptoms?

If you have flu symptoms, stay home, avoid contact with others and call your supervisor to inform them that you have flu symptoms. If you experience these symptoms while at work, inform your supervisor and go home as soon as possible. Separate yourself from other co-workers, passengers or customers if you cannot go home immediately. Seek medical care if symptoms become severe and do not return to work until 24 hours after your fever is gone without the use of fever-reducing medicines. Amtrak is not requiring — but may request — medical documentation to support an absence due to the flu.

What is the leave policy if I get sick?

Management

If a management employee is out of work because of influenza for one to 10 days, the employee must use available sick leave, in accordance with Amtrak's Sick Leave Policy. Management and ARASA employees out more than six consecutive workdays may be covered under the provision of the Short Term Disability Income Policy, P/I Number 7.29.1. Such employees must provide medical documentation to support the request for short-term disability income.

Agreement-covered

The CEO or his designee may declare that any absences in a particular region(s) due to flu-related sickness would be excluded from the application of the National System Attendance Policy. If an employee is out of work because of influenza, the procedures in the applicable labor agreement regarding sick and/or medical leave must be followed, unless suspended during the influenza pandemic.

What should I do if someone in my family has the flu?

You may continue to come to work as long as you are not experiencing symptoms yourself. Please note that this is a change from previous CDC guidance in the spring, which recommended staying home if someone else in the household was sick with the flu to avoid spreading the virus.

What is the leave policy if I need to take care of a child or dependent that has the flu?

Under the Pandemic Leave Policy, if you need to take care of a child or dependent who is sick with the flu, you may use vacation time and/or other available leave up to your annual allotment. (The regular policy does not allow the use of sick leave for the care of a dependent and does not allow all employees to take unearned vacation time.)

How are front-line employees managing customers and passengers sick with flu symptoms?

Front-line employees who interact directly with passengers (on-board train crews and station staff) have been instructed to review and implement the company's Serious Communicable Disease Protocol and Public Health Guidelines, which include reporting a customer or passenger sick with flu symptoms to CNOG (800) 424-0217 or ATS 734-2307 or 734-2105. ■

Revised Service Standards Manual Includes New Train Service Accounting Procedures

The Service Standards Manual for Train Service and On-Board Service Employees has been revised to include new procedures governing conductors' and assistant conductors' accounting responsibilities. The new version — version 5.0 — becomes effective Oct. 30, but employees can begin using it upon receipt. Crew bases should expect to receive delivery of the new manuals between Oct. 9 and Oct. 15.

"Version 5.0 incorporates all Operations Standards Updates (OSU) up to and including OSU 09-31, dated Aug. 19," said

Monika Lukens, director, Service Standards and Operations. "Only OSUs issued after OSU 09-31 will need to be retained by employees."

The major change to version 5.0 is Chapter 8, "Accounting." Sections 1 and 2 of the previous version 4.2, "Train Service Fare Rules" and "Train Service Accounting Procedures," respectively, were combined into a single "Train Service Accounting Procedures" section. It is arranged in chronological order of accounting and revenue responsibilities for conductors and assistant conductors and covers a number of topics, including forms and documentation; types of tickets, passengers and services; lifting tickets; selling and upgrading tickets; and finalizing and remitting documents.

Section 2, (formerly Section 3) "On-Board Service Accounting Procedures," remains unchanged from the previous version of the manual.

"Version 5.0 is a total reprinting of the manual, so all the pages and tabs can be changed out," Lukens said. "But, the Policy Resource Booklet should be retained because there were no changes and it wasn't reprinted."

An electronic version will be available on Oct. 15 and can be downloaded from the Intranet at "Library" → "Service Standards" and at <http://customerservice.amtrak.com>. Employees with Personal Digital Assistants, or PDAs, who download the most recent manual, OSUs and OSAs to their PDAs are not required to maintain a paper version in their possession. ■



Past PSSA Winners Continue Legacy of Achievement

These proud winners contribute to a safer, greener, healthier Amtrak

From Machinist Technician Curtis Dilly's "Dilly Bar," a tool that lifts and holds the 237-pound nose of the *Acela Express* power car to allow work underneath, to Rick Gadbois' work to procure transfer bridges to move passengers from a disabled train to another, the ingenuity of employees — specifically that of the winners of the

President's Service and Safety Award — result in enduring contributions for the betterment of the workforce and the company.

"Our PSSA winners are a rare breed of employee," according to Recognition Program Manager Carolyn Stagger. "Every year, in each of the selection categories, their accomplishments rise to a level of excellence that deserves our admiration. It's no wonder that, in many cases, their efforts have resulted in positive outcomes for their departments and the

company as a whole."

One example is Dilly, who won a PSSA for Achievement in 2007. In the past, an employee had to lift and hold the nose, or shroud, of the *Acela* power car while another performed such duties as inspecting the coupling mechanism, adjusting cables or changing air hoses. Dilly worked with a vendor to design and develop his Dilly Bar, which eliminated this potentially hazardous task.

"I recognized a need to perform our maintenance functions in a safer and more efficient way," said Dilly. "I'm grateful that the company provided the time and resources to pursue this as a possible solution."

"Curtis's invention has become a vital part of how we operate in the High-Speed Rail division," said Dave Schramm, master mechanic, High-Speed Rail. "After we were satisfied with the design and test results, we employed them at the high-speed rail facilities in Ivy City, Boston and

New York. They are still in use to this day."

Rick Gadbois' efforts have also resulted in a safety improvement for the company. In his role as regional safety officer, this 2002 PSSA Achievement award winner helped

obtain transfer bridges for regional trains along the Northeast Corridor. Previously, passengers were required to descend a set of trap steps and detrain onto the ballast. But now, *Acela Express* and *Northeast Regional* trains are using a first generation transfer bridge making the transfer of passengers easier and safer.

Gadbois and a team of Engineering, Customer Service and Transportation department employees set out to create a transfer bridge that met Federal Railroad Administration and Americans with Disabilities Act requirements. The result is a six-foot-long, 30-inch-wide, transfer bridge that has been tested to support up to 1,800 pounds.

"With funds from the federal Mobility First program to eliminate or reduce physical obstacles for passengers requiring a wheelchair, we've purchased 85 transfer bridges, in addition to the first 20 that were obtained with capital funds by the Environmental Health and Safety department," Gadbois said.

He added that all 105 transfer bridges will be on hand by the end of the calendar year, six months earlier than originally planned.

Senior Environmental Coordinator Camille Ross has been called the key to the success of the Environmental Health and Safety department, raising the department's profile and expanding the company's role in a number of safety and environmental initiatives. A woman of many accomplishments, she plays a lead role in the EHS department's efforts to support a "safer, greener and healthier" Amtrak.

"We have many initiatives, such as our environmental information system (EIS), on-board recycling and carbon dioxide emissions tracking and trading, that were just in their infancy a couple of years ago," said Environmental Health and Safety Vice President Roy Deitchman. "Camille has done a great job in managing the operational and budget matters for these programs and maintaining them as a vital part of how we do business."

"The work I was doing two years ago was just the foundation for the programs that exist today," said Ross, a 2007



Curtis Dilly



Camille Ross



Rick Gadbois

PSSA Sustained Excellence awardee. "It's gratifying to see these programs come to fruition."

Another 2007 Sustained Excellence award winner is Lynn Berberian, superintendent, Passenger Services. She was honored for her direct involvement in a number of service improvement initiatives, including the implementation of a point of sale system and her efforts to reduce injuries within the Southwest Division.

"Winning a PSSA is one of the highlights of my career," she said. "It is particularly rewarding to have your achievements acknowledged by your fellow employees; it's thrilling."

While she was recognized for a host of stellar activities, Berberian said she is particularly proud of her division's work to bring down its reportable injuries via the Safe Behaviors Inventory initiative, a precursor to the current Safe-2-Safer.

"By analyzing the types of injuries that occurred over a 10-year period and identifying behaviors to mitigate those injuries, we were able to reduce our injury ratio significantly," said Berberian.

Each of these employees embraces a work ethic and dedication to task that has had a positive impact on Amtrak. They share a common philosophy of teamwork and collaboration.

"I always want to see us do better," added Berberian. "And, there are lots of good people who work with and for me that make that happen."

Ross added that, "I just try to do my best every single day and, at the same time, help my co-workers do the same."

These and the countless other recipients of the President's Service and Safety Award have established a legacy of excellence, blazing a trail for current and future employees to follow. After an exhaustive review and selection process by an annual PSSA Committee, the achievements of these winners stood up to the scrutiny and emerged as worthy of company-wide recognition. This year's PSSA honorees are the next step in this continuing legacy. ■



PSSA Regional Recognition Luncheons

To honor this year's President's Service and Safety Award winners, a series of ceremonies and luncheons will take place across the system. These events will also recognize employees celebrating their 30- and 35-year anniversaries.

Sacramento, Calif.: Oct. 6

California State Railroad Museum

Los Angeles: Oct. 8

Millennium Biltmore Hotel

Chicago: Oct. 12

Sears Tower, Metropolitan Club, Oak Room

Greenwood, Ind.: Oct. 13

Valle Vista Golf Club and Conference Center

Providence, R.I.: Oct. 27

Providence Biltmore Hotel

New York: Oct. 28

The New Yorker Hotel

Washington, D.C.: Nov. 3

J.W. Marriott Hotel/Marriott at Metro Center

Philadelphia: Nov. 9

Sofitel Philadelphia, Paris Ballroom, 2nd Floor

Jacksonville, Fla.: Dec. 3

Maggiano's Little Italy



Safe-2-Safer Rollout Underway

Chief Operating Officer Bill Crosbie conducts a Safe-2-Safer briefing, as this initiative to improve safety and security by changing at-risk behavior and fostering a more collaborative working environment rolls out across the company on a geographic basis. Currently, the rollout is underway in the Mid-Atlantic and Northeast regions and the Mechanical backshops. The rollout will continue across the Southern, Central, Southwest and Pacific regions throughout the rest of the calendar year.

To implement Safe-2-Safer at every mechanical facility, crew base, station and work location, employees at all levels within the region will put into effect the peer-to-peer feedback, coaching, leadership training and other practices designed for the initiative. All senior leaders, supervisors and managers will undergo leadership coaching and skills development sessions. Front-line employees will work together to identify and reduce injury risks. This process should take about 36 months to complete.

Engineering Completes Major Empire Line Project

Employees from I&C/Capital Projects Sunnyside Yard and other New York Division Engineering crews work with a specialized construction contractor on the Empire Line Rock Stabilization Project, which resulted in the removal of the 15 mph speed restrictions near the George Washington Bridge, in northern Manhattan. The 10-month, \$6 million-plus project enables trains to operate at 50 mph, which is expected to yield improved on-time performance in this heavily congested area.



Photo: Glenn Kazanjian

The crews stabilized the slopes by removing 407 tons of loose rock and vegetation, applying fiberglass-reinforced concrete, attaching more than 1,000 bolts, and installing nearly 90,000 square feet of wire mesh retaining walls.

Strategic Asset Management

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to improving business processes, SAM will replace systems, such as AAMPS and FIS with an integrated software tool called SAP.

The first workshop, held last July, gave departments an opportunity to share and clarify details of complex processes such as how purchase orders move from initiation to invoicing.

These workshops helped the SAM project team receive input from some of the people who will eventually perform the new processes.

“Getting their input on decisions will help the company operate better in a more efficient and inte-

grated way,” said David Yingling, director, Change and Transition Management, SAM.

Since February, experienced teams from across Amtrak departments have been working with and as part of the SAM team to define new business processes. This second major phase of SAM, called Solution Definition wraps up this month, as the team moves into the Design phase.

During Design, the SAM team, along with a network of extended team members from across the company will begin designing and prototyping the new processes for the system tools. The SAM team will move into the Build phase in the spring, where these design ideas will be “plugged” into the selected software.

Over the next few months, the SAM team will be confirming which employees will be involved in the first rollout, and will begin communicating more directly with this group to help them gain an understanding of the new procedures and tools. ■

“This integration will unify our workforce and expand our visibility into how what we do relates to both upstream and downstream activities to optimize overall company performance.”

Front Line Focus

Dear Amtrak:

People are typically quick to complain when they believe that customer service is below expectations. Today, however, I am pleased to write on behalf of an Amtrak employee who demonstrated the true meaning of customer service.

[On my trip from Washington, D.C., to New York] on Amtrak Train 2122, Everelle Mercer was the attendant assigned to the First class car on that train. Mercer exhibited more than just professional competence in her assigned duties as an attendant, a level of customer service that has long since disappeared from the transportation industry.

As a frequent business traveler, I can tell you that, at a time when transportation companies are competing for business, sometimes it is personnel, and not just price, that is a deciding factor as to which transportation to choose.

Sincerely,
Acela Express Passenger

Dear Amtrak:

For about 12 years, I have been making numerous trips by Amtrak — St. Louis to Texarkana, Ark., and back. For the last several months or so, [Ticket Clerk] Shirley Bethel has been on site. What a difference a single person can make! Since she assumed that responsibility, she has cleaned the station as much as possible and had the leaky ceiling and broken windows repaired.

She is very efficient in helping with reservations and any changes that have to be made.

In addition, she does little things for the customers, which make them feel much more at ease. She keeps little engineer hats for the kids, and offers freshly brewed coffee for arrivals and departures.

Shirley is an excellent representation of an Amtrak employee who enjoys her job and puts her best efforts in her work.

Sincerely,
Texas Eagle Passenger

New Timetable Takes Effect This Month

The Fall 2009-Winter 2010 System Timetable becomes effective Oct. 26 with a number of changes, including details on the second daily Amtrak *Cascades*® operating between Seattle and Vancouver, B.C., which is an extension of the existing service between Portland, Ore., and Bellingham, Wash., and the Lynchburg, Va. extension of a Washington-New York *Northeast Regional* roundtrip that includes additional stops in Charlottesville, Culpeper, Manassas, and Alexandria. The new timetable will also include schedule information for the *Empire Builder* service to the new station in Leavenworth, Wash.

Due to ongoing track work along the Northeast Corridor to replace concrete ties and the schedule changes that will occur over the course of that work, schedules for the *Acela Express* and *Northeast Regional* will not appear in the upcoming version of the timetable. The timetable will, however, include schedules for the *Empire Service* and the *Keystone Service*. The Lynchburg-New York segment of the *Northeast Regional* will be listed in the timetable alongside the schedule for the *Crescent* service.

The Northeast Corridor Thanksgiving edition, which includes the Keystone and Empire corridors, will be printed as usual, and will supersede the fall-winter timetable between Nov. 24 and Nov. 30.



For the second consecutive timetable, schedules along the Northeast are being impacted by the ongoing track work.

“The biggest items are these ongoing changes in the NEC to accommodate the two Track Laying Machines operating in Connecticut and New Jersey,” said Dick Salmon, senior director, Schedules. “These changes necessitate frequent schedule changes and preclude having the NEC grids in the

national timetable.”

Salmon added that there will likely be frequent changes over the next 12 months to 18 months, as Engineering works to replace defective concrete ties.

“Track and bridge work is progressing along the Empire route to Albany, N.Y., the New England route to Boston and the New York-Washington route; the NEC schedules will be adjusted as the work takes resources out of service,” said Ted Tryon, senior scheduling officer. “Also, we made adjustments to several Keystone trains heading to Harrisburg [Pa.] for the upcoming Elizabethtown station reconstruction.”

The Fall 2009-Winter 2010 System Timetable also has a new look and feel, based on the input of a recent focus group. According to the group’s preferences, the timetable would be better served by eliminating redundant information, increasing the use of symbols, revising introductory pages to be livelier, and condensing the “how-to-use” section.

“As a result of input from our timetable focus groups, we’ve streamlined the copy, changed the typeface and graphic layout of the station locations and simplified the symbols indicating station services,” said Keith Bonnacarrere, marketing analyst, Marketing and Product Management. ■



Leavenworth, Wash., renowned as “Washington State’s Bavarian Village,” is the newest stop along the *Empire Builder* route. The Icicle Station opened for business on Sept. 25 with the arrival of the eastbound Train No. 8.

Acela Express and Long-Distance Menus Revamped for the Fall and Winter

Beginning in November, First class *Acela Express* and long-distance dining car menus will be updated with a mix of new and familiar items, all selected after careful research and input from a number of internal and external sources.

The *Acela* fall/winter 2009 menu will be a compilation of items that have appeared on the menu since the inception of the premium, high-speed rail service in 2000 — a “best of” menu, according to its architect.

“During my travels this summer, I had discussions with lead service attendants to get their input on our customer’s favorite items from past menus,” said Christian Hannah, regional chef - East, NEC and State-Supported Trains. “Along with LSA input, I have been selecting key dishes developed over the years by our celebrity chefs Michel Richard and Tom Douglas.”

At press time, menu items are expected to include peach and mascarpone cheese-stuffed French toast with fresh blueberries — a holdover from the very first menu in 2000 — an Italian cold plate of summer sausage, copa, fresh mozzarella, gorgonzola and asiago cheeses with an apricot spread, and chicken teriyaki, an LSA favorite from the 2002 menu; and Richard’s 72-hour short ribs from the 2007 menu.

“Among our customers’ favorites on the *Acela* First class menu are the lasagna, our chicken Florentine and the banana leaf-wrapped shrimp and scallops dish,” said Will Johnson, lead service attendant on the *Acela Express*. “In the fall and winter, the seafood choice seems to perform better among passengers traveling north of New York.”

Changes are also taking place on the long-distance dining car service.

“As always, we seek ingredients and menu components that balance quality, user friendliness, cost, packaging and appropriateness,” said Daniel Malzhan, executive chef, Culinary Product Development, Long Distance Service. “We believe that better ingredients are directly linked to receiving positive customer comments.”

Overall, the focus of the menu changes for long-distance trains remains high quality ingredients, customer satisfaction and introducing regional flavors. For breakfast, in addition to returning pork sausage patties and smoked bacon to the menu, turkey sausage patties will represent a third meat option. Roasted Yukon gold and red-skinned potatoes will replace the previous hash browns selection. A vegetarian spinach quiche,

griddled sourdough sandwich with egg, cheddar cheese and tomato and breakfast egg, cheese and salsa quesadillas will also be new to the category of Chef’s Breakfast Special. In addition, omelet selections with fresh vegetable fillings have also been enhanced, while soy milk, sugar-free breakfast jelly and sugar-free breakfast syrup have also been added to the list of breakfast support items designed to offer other healthy choices.

At lunchtime, the always-popular Angus burger will be joined by a new chipotle black bean veggie burger and three entrée salads, including an apple-walnut and blue cheese romaine salad served with apple vinaigrette. In addition, new sandwiches and new hot fall Chef’s Luncheon Specials will also be included. Dinner menu changes will include a number of new vegetarian pasta entrées, seasonal seafood selections and the introduction of two new steak cuts to the Butcher’s Choice steak category. In addition, the options will be broadened in the menu category of Chef’s Evening Specials where several new regional selections will be offered depending upon the route. Dessert choices have all been updated and continue to offer a selection of cheese cakes, chocolate and fruit and nut options for each service.

These menu changes affect all long-distance trains using the national dining car menu, including the *Coast Starlight*, *Silver Meteor*, *Silver Star*, *Capitol Limited*, *Southwest Chief*, *Sunset Limited* and *California Zephyr*, each of which includes a Chef’s Marketplace Evening Special to offer added flexibility to the menus.

“These changes reflect my research and knowledge with input from my two regional chefs, Hashim Abdul-Salaam and Paulette Starlwood,” Malzhan said. “Ideas also come from industry trends, food shows and networking events I’ve attended.”

Malzhan added that it is important to note that long-distance trains that are part of the Route Performance Improvement initiative — the *Crescent*, *Lake Shore Limited* and *Empire Builder* — now have specialized menus dedicated to the individual route and are not impacted by these changes. Those trains will also be subject to a menu refresh, scheduled for Oct. 28. The long-distance menus described above will be refreshed on Nov. 11, while the *Cardinal* will undergo its fall menu update on Nov. 18. Cross Country Cafés on the *Texas Eagle* and *City of New Orleans* also have dedicated menus and have undergone a seasonal menu update effective mid-October. ■

“The *Acela* fall/winter 2009 menu will be a compilation of items that have appeared on the menu since the inception of the premium, high-speed service in 2000 — a “best of” menu.”



Northeast Regional Service Extends Service into Virginia

Amtrak's *Northeast Regional* service now offers service to central Virginia with a new roundtrip from Lynchburg, Va. to Washington, D.C. and on to Boston. The new roundtrip makes

stops in Charlottesville, Culpepper, Manassas, and Alexandria between Lynchburg and Washington. In December, a fifth daily roundtrip between Richmond and Washington will be added.

An inaugural event was held on Sept. 30 as a train of invited guests traveled from Washington to Lynchburg. Events were held at each station stop with ceremonial ribbon cuttings and speeches by Amtrak President and CEO Joe Boardman, Virginia Transportation Secretary Pierce Homer and Norfolk Southern Chairman, President and CEO Wick Moorman. Virginia Governor Tim Kaine boarded the train in Charlottesville and traveled to Lynchburg. Revenue service for the new roundtrip began Oct. 1.

"Great Dome" Car Returns to Adirondack in New York State

The *Adirondack's* "Great Dome" car is making its annual six-week run, through Nov. 10, featuring an upper level with windows on all sides and overhead to

provide passengers with panoramic views of the changing colors of the trees and of Lake Champlain as the train travels from Albany, N.Y., to Montreal.

Amtrak collaborated with the New York State Department of Transportation and the National Park Service Trails & Rails program to bring Amtrak's only dome car — built in 1955 — back to upstate New York.



Board of Directors Tours Wilmington and Bear

Amtrak board Vice Chair Donna McLean (L.) and Chairman Tom Carper observe artist's renderings of the renovations slated for the Wilmington, Del., station. The board of directors was in Delaware recently to visit the station, the Consolidated National Operations Center and the maintenance facilities in Wilmington and Bear.

Promotions in Motion

Northeast Regional Fare Sale Extended

Amtrak has extended its *Northeast Regional* 14-day advance-purchase fare offer and will promote it through advertising this fall. The advertising campaign, which resumed in early September, promotes fares that are up to 25 percent off of the lowest current fares, with a special \$49 fare in select key markets, including New York-Washington, D.C., and New York-Boston. The offer is valid for sale through Dec. 2; travel through Dec. 16.

The sale is being promoted through print, online, radio and



mobile advertising. The Amtrak brand television commercial highlights the special fares and is airing in select Northeast Corridor markets. Amtrak.com and Amtrak Guest Rewards® e-mail communications promoting the special fares and the 14-day advance offer are being sent to targeted groups.

The campaign is focused primarily in Washington, D.C.; Baltimore; Philadelphia; New York; Providence, R.I.; and Boston.

Amtrak Guest Rewards® Gives Double Points on All Routes All Fall

To stimulate Amtrak travel and boost Amtrak Guest Rewards membership, Amtrak is offering members an opportunity to earn double points on all train travel through Dec. 19. The promotion, which offer double points on all classes of service — including Sleeper service

and *Acela Express* — is targeting those trains that are part of the ongoing Route Performance Improvement initiative as well as other select trains, such as *Hiawatha Service*, *Lincoln Service*, *Texas Eagle*, *Empire Builder*, *Amtrak Cascades®*, *Empire Service*, *Adirondack*, *Lake Shore Limited*, *Sunset Limited*, *San Joaquin* and the *Northeast Regional*.



The counter cards and seatbacks are available in more than 90 stations nationwide; the placemats, which include the children's menu, will be placed on long-distance trains.

Scooby-Doo Promotion Runs through October

Amtrak, Warner Home Video and Warner Bros. Interactive Entertainment have partnered to promote "Scooby-Doo! The Mystery Begins" DVD and "Scooby Doo! First Frights the Video Game."

"Our goal is to introduce Amtrak to a different audience that we may not connect with in our day-to-day advertising," according to Principal Marketing Officer Debbie Varnado. "These types of promotions allow us to speak to a different demographic and their families in the comfort of their homes."

The promotion includes a sweepstakes, with a grand prize of four round-trip Amtrak coach tickets to anywhere Amtrak travels in the U.S. The DVDs include an insert for a "Kids Half Off" fare. Additional collateral includes seatbacks, banners, placemats and counter cards.



Amtrak Begins New Season as "Broadway Across America" Sponsor

Amtrak will serve as a corporate sponsor for 2009-2010 season of the successful "Broadway Across America" series at its flagship venue, the France-Merrick Performing Arts Center in the Hippodrome Theatre in Baltimore. In its



fourteenth season, beginning in October, BAA will present award-winning productions of "Fiddler on the Roof,"

"Mamma Mia," "Dreamgirls," "Young Frankenstein," "In the Heights," "Stomp" and "The 39 Steps," all direct from Broadway.

Amtrak — as the "Official Rail Transportation Provider" — will receive brand name and logo exposure on production playbills, print ads, and the BAA and France-Merrick Web sites. An exclusive employee discount is available for select performances this season, and is only available for new ticket sales. For more

information on the discounted tickets, contact Paul Siegel at siegelp@amtrak.com. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversary September 2009

ALLEN, LUTHERN
ARNETT, JERRY
AUGUSTUS, TANDRA
BARNES, EUGENE
BARRETT, RANDAL
BECKHAM, PAMELA
BEDSAUL, EVERETT
BENAVIDES, CECILIA
BENNETT, RAYMOND
BENNETT, WILLIAM
BERRIOS, ANGEL
CAHALL, NOBLE
CAMUHOTO, EDYE
CARD, CHRISTOPHER
CLARK, DANNY
COX, ALLEN
CROON, SAMUEL
DAVID, MARK
DAVIS, DONALD
DENNIS, DEREK
DONOVAN, WILLIAM
DREYER, JOSEPH
DUMONT, JEAN-PIERRE
FAGAN, SHAWN
FAY, KATHLEEN
FLORES, HECTOR
FUNG, DEBROY
GARCIA, JAVIER
GARDENER, DANIEL
GIBSON, MICHAEL
GOMEZ, IRMA
GRAY, SHARON
GREEN, BRYAN
GREENE, BRYAN
GROGAN, PATRICK
GUEVARA, JOB
HALPIN, JAMES
HATCHER, JERRY
HEROLD, GREGORY
HOUSER, GEORGE
HUDSON, FRANK

HUYNH, DANH
JOHNSON, DARRELL
JOHNSON, EDMUND
JOHNSON, SANDRA
KAHLER, RANDALL
KUBON, PAUL
LEE, DAVID
MC CRARY, ANTHONY
MCCLURE, KITTY
MCDONALD, SANDRA
MILLER, CRAIG
MULLINS, MICHAEL
NGUYEN, KIMBERLY
NGUYEN, LILLIAN
NICHOLSON, MARK
PHILIPOSE, GEORGE
PINDER, GARY
PUGH, JACK
REDD, ULYSSES
REED, JOHN
ROCKETT, JOHN
RUND, CAROLYN
SCOTT, RAY
SENEVONGSA, THIENG
SHOWERS, WAVERLY
SINGVONGSA, KHAM-SING
SMILEY, MATTHEW
STANLEY, GEORGE
STEVENS, WILLIAM
STUTES, JOHN
TAYLOR, MARGARET
TINCHER, LONNIE
TYLER, CHERYL
WASHINGTON, JOSEPH
WHARTON, DWAYNE
WILLIAMS, TREVOR
XAYSANASONGKHAM, SOMPHE

25-Year Anniversary September 2009

AHALT, MARK
ALLEN, BENJAMIN

ARBOGAST, CHARLES
BATTLE, BOBBY
BEACHLEY, HAROLD
BELLO, CHRISTOPHER
BELLO, MICHAEL
BENNETT, JAMES
BENNETT, SANDRA
BLAZAK, JOHN
BLEVINS, ALBERT
BODDIE, RUDOLPH
BOSTON, ROGER
BOUCHER, KIRK
BOWEN, STEVEN
BRADFORD, KEVIN
BRAGDON, DEREK
BRANCH, MICHAEL
BRETZ, JOHN
BREWBAKER, JEFFREY
BROWN, BERNARDO
BROWN, THOMAS
BURKE, WILLIAM
BUTLER, JEROME
CAMP, ROBERT
CAMPBELL, DALLAS
CARPER, ALLEN
CARPER, WILLIAM
CHILDS, RUDOLPH
CHO, PHILLIP
CHOJNACKI, ROGER
CLANCY, RAYMOND
CLARKE, TURNER
CLEM, JOHN
COBB, ARTHUR
COLBERT, DENISE
COLE, CYNTHIA
COLE, RANDOLPH
COLEMAN, JACQUELINE
COLLIERE, PATRICK
COOLEY, ROBERT
COOPER, ARLANDER
COPELAND, LEON
CORNELIUS, BRIAN
CRAIG, JAMES

CRUMP, RODNEY
CURRY, DAN
DARLINGTON, ALLEN
DAVIS, JERRY
DAVIS, REEVAUGHN
DEBOSE, JULIUS
DELOUNEY, JEFFREY
DENT, CLAUDE
DEVERS, RAYMOND
DEWALT, STANLEY
DICKINSON, DENNY
DIETRICH, MARK
DILLY, CURTIS
DIXON, JAMES
DOWNING, KEVIN
DOZIER, ERNEST
EDWARDS, NETTIE
ELLIOTT, GLENDA
ELLSWORTH, ANDREW
ESKEW, JOHN
EVANS, JOHN
EXUM, BERNADINE
EXUM, BRENO
FERGUSON, WILLIAM
FERRO, THOMAS
FLANDERS, DOUGLAS
FLETCHER, LARRY
FLYNN, MICHAEL
FOREMAN, STEPHEN
FRANK, ROBERT
FRANKLIN, ALAN
FREELAND, MICHAEL
FRENCH, MICHAEL
FRYE, LLEWELLYN
FRYKMAN, LARRY
GARDIN, CHARLES
GAY, BILLIE
GETER, RENA
GIBSON, WELLINGTON
GIDDINGS, NORMAN
GIURFA, GIUSEPPE
GOOCH, LARRY
GOTREAU, RAYMOND
GREENE, CAROLYN

GREGG, DANNY
GREGG, MICHAEL
GRIM, JAN
GROTTE, ERNEST
GRUBB, MICHAEL
GRZESKIEWICZ, RICHARD
HAGAN, JOHNNY
HAHN, RONALD
HAMMER, JAMES
HARRINGTON, JOSEPH
HARRIS, CHARLES
HARRIS, DONALD
HART, JAMES
HEATLEY, JACK
HEMSLEY, KELVIN
HERRELL, GLEN
HESTER, ANDREW
HIBBERT, HARRY
HIGGS, PAUL
HINDMAN, FREDERICK
HOLDEN, JAMES
HOLLIS, DARRYL
HOVATTER, KENT
HUBER, ROBERT
HUMBLES, ANN
HUMPHREYS, JOHN
IFILL, EVERTON
IRVIN, CHAUNCEY
IVANOSICH, FRANCIS
IVY, KELLY
JACKSON, AMBLER
JACKSON, DAVID
JACKSON, GARY
JACKSON, MOSES
JACKSON, RONGIE
JACKSON, TYRONE
JAMERSON, KEVIN
JARRETT, WILLIAM
JEFFERSON, MICHAEL
JEREW, MICHAEL
JOHNSON, ALICE
JOHNSON, ERIC
JOHNSON, JOHN

Employee Milestones

Congratulations to All of You!

JOHNSON, ROLAND
 JONES, WILLIAM
 JUNKROSKI, JOSEPH
 KARPINSKI, DAVID
 KEEN, VINCENT
 KIRBY, CALVIN
 KMETZ, MARY ANN
 KROUSE, STEVEN
 KRUG, PAUL
 LACHICA, GARY
 LACHICA, MICHAEL
 LADSON, JANE
 LAW, ROBERT
 LEE, GARY
 LOKEY, JAMES
 LONG, ANTHONY
 LOUERS, GARRY
 LYDARD, KENNETH
 MANLEY, VERONICA
 MARSHALL, JOHN
 MASCETTI, ROBERT
 MCCANN, JAMES
 MCCLAIN, ALBERT
 MCCLINTON, PHYLLIS
 MCKAY, MICHAEL
 MCMAHAN, ELZIA
 MEADOWS, MICHAEL
 MERRIMAN, JEFFREY
 MILES, JAMES
 MILLER, JAMES
 MILLER, TERRANCE
 MINNICK, MONA
 MINTZ, DONALD
 MOLER, GLENN
 MONCREE, BARBARA
 MOORE, JOHN
 MOORE, JOHNNY
 MOORE, THOMAS
 MORROW, RUSSELL
 MURPHY, JOHN
 MYERS, JOHN
 NABINETT, RODNEY
 NELSON, REGINALD
 NUSE, HARRY

NUSE, KEVIN
 OSBORNE, MARK
 PATTERSON, DAVID
 PAULETT, CHARLES
 PEARSON, RICHARD
 PEE, MICHAEL
 PELTZER, WILLIAM
 PESCE, JEFFREY
 PETCHALON, JOSEPH
 PHILLIPS, ALAN
 PRETTY, DIANA
 PRICE, ERIC
 REDMON, JOSEPH
 RHODES, KENNETH
 RICHARDS, RING
 RICHARDSON, JOHNNY
 RIFE, RAYMOND
 RILAND, AARON
 ROANE, CURTIS
 ROBERTS, JARED
 ROBINETTE, TIMOTHY
 ROBINSON, GARY
 RODWELL, THERESA
 RUNKLES, ROY
 RYAN, CRAIG
 SALAAM, LYNWOOD
 SAMPSON, MARVIN
 SANFORD, DAVID
 SCOTTI, LINDA
 SEABOLT, CHARLES
 SELKE, ROY
 SELLERS, JAMES
 SERRA, STEPHEN
 SETTINO, DWAYNE
 SHAFFER, BRUCE
 SHRYOCK, DERRICK
 SICILIANO, COLLEY
 SNIDER, SHIRLEY
 SNOOTS, KEVIN
 SNOWDEN, JAMES
 STAFFORD, GARY
 STIGGERS, ALTHERA
 TALLEY, MICHAEL
 TAULTON, HOWARD

THOMAS, KENNETH
 TOLSON, WILLIAM
 TRIPP, STEPHEN
 TRITAPOE, ROBERT
 TRITAPOE, TAMMY
 TRUITT, RONALD
 UTLEY, SAUNDRA
 VALENTINE, HERBERT
 VEGA, MANUEL
 VISCONTI, STEPHEN
 WARD, OZELMAY
 WEBB, LINDSAY
 WEDDLE, CHARLES
 WHANGER, STEPHEN
 WHITE, BYRON
 WHITE, EDWARD
 WIEGEL, JOSEPH
 WILLOUGHBY, HENRY
 WILSON, JOSEPH
 WINBUSH, MICHAEL
 WOMBLE, MARILYN
 WORRELL, WILLIAM
 YOUNG, LOUIS

30-Year Anniversary September 2009

ALLEN, KAREN
 ARTIES, RUTH
 BAEZ, LILLIAN
 BAGOSY, MARK
 BENTON, TYRONE
 BERNAL, ANICETO
 BOYCE, ROBERT
 BROADWAY, BRENDA
 BUCHANAN, RAMONA
 CAMMOCK, LESLIE
 CAPRIOTTI, EVELYN
 COLEMAN, CHEYENNE
 COVERT, THOMAS
 DAULTON, MARK
 DAVIS, JOYCE
 DUFFY, MICHAEL
 ESCUDERO, RUKMINI

FINLEY, REGINA
 GARGIULO, ALBERT
 GENGE, KATHIE
 GRAHAM, KEVIN
 HAEBERLE, WILLIAM
 HARPER, JOCELYN
 HERSEY, MICHAEL
 KANE, JOYCE
 KARLIN, MARCIA
 KING, JACQUELINE
 LASTRA, AMANDA
 LEE, ROBERT
 LEYHE, JOHN
 MAGEE, EILEEN
 MEDINA, ROBERTA
 MONK, LINDA
 MOWERY, STEVEN
 MULKEY, ARTHUR
 MYERS, LISTON
 NAZARENUS, STEVEN
 NEE, WARREN
 NILAN, STEPHEN
 OSBORNE, DAVID
 PULIDO, LINDA
 RICE, ELVIN
 RICHARDS, MICHAEL
 RYAN, PATRICK
 SALAZAR, STEVE
 SALZER, JOHN
 SETTLES, JAMES
 SHORT, WILLIAM
 SMITH, ROBERT
 STOJAK, LAURENCE
 STOUT, DONALD
 TABETA, REYNALDO
 TARITY, JOYCE
 THORNTON, EDWARD
 TIGER, VELTA
 TRUJILLO, ARLENE
 TUCKER, CLIFFORD
 WALSH, DAVID
 WILFORD, WILLIAM
 ZIETHEN, TIMOTHY

35-Year Anniversary September 2009

CAMERON, JAMES
 COOK, SHERRIE
 DIEDRICK, DOUGLAS
 FELDER, STEPHEN
 HARDY, DANIEL
 INGER, IRWIN
 ROGERS, IRWIN
 SMITH, GERALD
 STORY, DAVID
 SULLIVAN, MICHAEL
 WALSH, MICHAEL

Retirees August 2009

AKEMON, MARTHA
 BLATT, LINDA
 BURK, JOSEPH
 DAVIS, RAPHAEL
 DIMEO, NANCY
 EVERS, DAVID
 FARAGO, STEPHEN
 FRANKLIN, JAMES
 GILMORE, LUCILLE
 HOPPE, WILLIAM
 LAPOLLA, DANIEL
 LECOMPTE, FARREL
 LERRO, ANN
 LEWIS, ANTHONY
 MCCAIG, PHILIP
 MIKKELSON, ROGER
 RADIN, MARY
 ROCHA, MARJORIE
 ROTH, MARTIN
 SLOAN, ANDREW
 SOLEM, MICHAEL
 VIDELA, DAVID
 WOO, MEI



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This Month In Amtrak History

OCTOBER



October 31, 1975

The Chicago-Cleveland-New York/Boston *Lake Shore Limited* is added to the national system as an experimental route. It was officially designated part of the system on May 9, 1978.



October 28, 1979

The double-deck Superliner I debuts on its first long-distance assignment on the Chicago-Seattle *Empire Builder*. The last car of the initial order — a sleeper — was the last car ever built by Pullman-Standard Car Manufacturing Co.; its designs were subsequently purchased by Bombardier Transportation in 1987.



October 21-22, 1989

Listed in the National Register of Historic Sites, the newly renovated Boston South Station hosts a dedication ceremony. The rehabilitation included a rebuilt head house, 11 reconstructed station tracks with high-level platforms, and a new bus terminal and parking garage over the tracks.



AMTRAK®
ink

A Monthly Publication for and by Amtrak Employees
Volume 14 • Issue 10 • November-December 2009

**New Strategic
Guidance and Five
Year Plan Map Out
Goals and
Initiatives for
Continued Growth**

**Service Feasibility
Studies Reach the
Hill**

**Inside: PSSA
Winners**

President and CEO Joe Boardman greets Large
Equipment Operator Bennie Stepp during a visit to the
Beech Grove Maintenance Facility.

H A P P Y H O L I D A Y S !

Train of Thought

Dear Co-workers:

As I begin my second year at Amtrak, we are both witness to and an active participant in the transformational changes taking place in passenger rail in America. There's an extraordinary shift in public policy as it relates to passenger rail — Amtrak's reauthorization legislation (the Passenger Rail Investment and Improvement Act of 2008, known as PRIIA) and the American Recovery and Reinvestment Act (ARRA) provide the new strategic framework and unprecedented opportunities for investment and growth.

In September, our board approved a Strategic Guidance document that sets broad goals and key performance indicators by which to measure progress, and outlines the opportunities and challenges facing Amtrak as we pursue a growth-oriented mission. Together with the FY 2010-2014 Five Year Financial Plan that we submitted to Congress on Oct. 1, the Strategic Guidance encompasses the means by which we intend to sustain the growth we've experienced since 2002, and leverages the most out of this historic moment in passenger rail.

The opportunities before us are also appealing to others interested in getting into the U.S. passenger rail market — we're seeing very clear evidence of that today and we expect more to come. The investments we're making and the steps we're taking to improve are designed to secure our leadership position in the industry and to stand out from the competition. As states and commuter agencies look for partners, we must prove that we are the provider of choice.

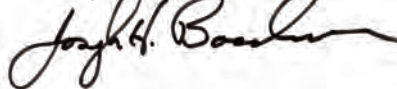
I know you care about the future of this company and that is why it's vitally important that you not only understand our vision for the future, but also that you carry it out. Many of the investments we're making call for a new way of thinking and a different way of working together. In the coming months, I plan to share

with you my thoughts on changing the way we engage with one another to do the work.

As we pursue growth opportunities with commuter agencies and states, we must get better at competing by improving the way we work together as a company, and I believe we can and we will. We must look for the products we need in this country and we must support the jobs our nation needs to prosper for the future, but in that we must be better, and we need to take care of each other and of our customers so that we grow stronger and more competitive.

For us to reshape, renew and rebuild the railroad, it is vital that each of us understand the opportunities and challenges we face. That's why we produced the Strategic Guidance and I urge every member of the company to read the booklet and think about what each of you can do to help Amtrak realize the goals we have set. The article on the next page provides some information about our strategic vision, but I also encourage you to visit the intranet or Amtrak.com to read our Strategic Guidance and FY 2010-2014 Five Year Financial Plan.

Sincerely,



Joe Boardman
President and CEO



Joseph H. Boardman

Vol. 14, Issue 10, November - December 2009

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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New Strategic Guidance and Five Year Plan Map Out Goals and Initiatives for Continued Growth

Over the years, Amtrak has experienced record ridership growth — from 21.6 million in FY '02 to 27.2 million in FY '09, with an all-time record high of 28.7 million in FY '08. To continue this solid growth and position itself to maximize the increase in federal and state support for passenger rail, including the development of high-speed rail corridors, Amtrak has released a new Strategic Guidance and FY 2010-2014 Five Year Financial Plan.

Together, the two documents create a new vision that supersedes Amtrak's 2005 Strategic Reform Initiatives, and aligns Amtrak's goals with those passed by Congress in the Passenger Rail Improvement and Investment Act of 2008 and set forth in the Obama administration's "Vision for High-Speed Rail in America."

"Amtrak is moving into the future with clear goals and specific initiatives to secure and expand our leadership position in the increasingly competitive passenger rail industry," said Amtrak Board Chair Thomas Carper in a news release issued in October.

During the FY 2010-2014 period, the company will fund 80 percent of its operating needs from revenues, a share that will increase as costs shift to state partners in compliance with federal law. But, federal funding for both operating and capital costs will still be necessary.

In addition, Amtrak aims to increase ridership to 31.4 million passengers by FY 2014 — a 15 percent jump from 27.2 million in FY 2009. Ticket revenue is expected to grow by 20 percent by FY 2014, exceeding \$2 billion annually.

The plans establish six broad goals to be safer, greener and healthier, improve financial performance and customer service, and meet national needs.

To help make the railroad safer, Amtrak is implementing Safe-2-Safer to



The Obama administration's "Vision for High-Speed Rail in America," along with the goals of the Passenger Rail Improvement and Investment Act of 2008, are the basis for the new Strategic Guidance and Five Year Financial Plan.

help shape the way employees think about safety and security, and expanding Positive Train Control (PTC) technology. PTC is an information and communication system that adds a new layer of protection by enforcing permanent and temporary speed restrictions for train operations to prevent collisions.

"The full implementation of PTC will be the single most important improvement we will make to enhance the safety of our train operations in our lifetimes," said President and CEO Joe Boardman.

On the greener front, Amtrak is striving to conserve energy at its facilities; reduce diesel fuel consumption; reduce greenhouse gas emissions; expand recycling efforts at facilities, stations and aboard trains; incorporate alternative energy sources, where appropriate; extend electrification to additional routes; and purchase more energy efficient locomotives.

To improve the health of the railroad — in areas such as ridership and revenue, infrastructure and fleet condition, financial stability, cost savings and new revenue

opportunities, improved business processes, sustained workforce and customer satisfaction — the company plans to leverage its expertise and experience to capitalize on the opportunities made possible through ARRA funds for passenger rail corridors and high-speed rail. Accordingly, Amtrak wants to establish agreements for eight service expansions through existing state partnerships, form at least two new state partnerships and increase ridership on state corridors.

"Our experience and depth of expert knowledge are assets that make Amtrak the right choice to operate new or expanded service," Boardman added.

Plans also call for maintaining tracks, infrastructure and equipment in a state of good repair; acquiring 130 single-level long distance cars, 20 single-level cab cars and 20 electric locomotives, ordering new single-level cars to replace 470 aging coaches, and modernizing outdated information systems and business processes with the help of the Strategic Asset Management project.

To improve on customer service, Amtrak will continue its Mobility First efforts to create barrier-free pathways for the disabled; advance its

ticket delivery programs, including eTicketing, Quik-Trak, Amtrak.com and ticket retrieval by mobile device; install Wi-Fi Internet service first on Acela Express trains; continue its Route Performance Improvement Program to identify opportunities for improvement on targeted routes; and automate and streamline the Food and Beverage Management System.

To read the Strategic Guidance and FY 2010-2014 Five Year Financial Plan, check the intranet or Amtrak.com. To obtain a copy, contact Charlotte Berry (202-906-3918 or ATS 777-3918) or e-mail BerryC@Amtrak.com.

Safe-2-Safer Survey Results Highlight Key Strengths, Challenges and Recommendations



President and CEO Joe Boardman last month shared the Safe-2-Safer survey results with employees, noting that an action plan would follow and affirming his commitment to making improvements. The results will assist Amtrak with better understanding how its organizational culture promotes or inhibits safety and security.

In a Nov. 16 Special Employee Advisory that accompanied the Executive Summary of the 200-plus-page report prepared by Behavioral Science Technology, Inc., Boardman wrote, "I don't want to rush to produce an Amtrak plan just to say that we did. It's very important that we dedicate time and resources to putting together a plan that is thoughtful and meaningful, and that involves additional input from employees."

Nearly 10,600 employees responded to the survey and more than 800 employees participated in focus groups; the findings help gauge employees' current perceptions about safety and security, as Amtrak strives to strengthen its commitment to safety.

Boardman added that while Amtrak's safety record is good, he expects that Safe-2-Safer will help Amtrak reach a higher level of safety excellence by changing the ways we relate to safety and security, and to one another.

According to BST, Amtrak's survey results are above average when compared to the other Class I railroads and transit agencies that also used the survey.

The entire report is posted in the Amtrak intranet. Employees who do not have access to the intranet should ask their supervisor to print out a copy. The key findings of the survey are highlighted below:

Strengths

The assessment identified the following strengths that Amtrak should sustain and leverage as it works to create an organizational culture that promotes safety and security excellence.

- Employees have shown a high level of initial engagement with Safe-2-Safer and are hopeful of improvement.
- There appears to be widespread interest in doing the job well and providing good customer service.
- Employees actively watch out for each other's safety and will intervene when they feel a co-worker is at risk for injury.
- Employees enjoy railroading.
- Perceptions of strengths and challenges were generally consistent across the Engineering, Mechanical, Transportation and Police/Security departments.

Key Challenges

The assessment also uncovered the following challenges to creating an organizational culture that promotes safety and security excellence.

- There is a significant perception gap between agreement employees and upper management.
- People experience a culture of second-guessing, blame and criticism.
- Amtrak lacks a personal performance orientation.
- Employees indicated that not all injuries are reported.
- Both security and other personnel have concerns about adequacy of security.
- Teamwork between departments is considered weak by employees.
- Key decisions seem to have been made without adequate consideration of safety impacts.
- Employees feel corporate-wide decisions are made from a "NEC-centric" perspective.
- Managers do not always exhibit behaviors consistent with Amtrak's espoused value that "we respect and value each other as contributing individuals."
- Managers do not always practice behaviors consistent with Amtrak's espoused value that "we focus our efforts to reduce risk and increase safety for our employees and customers."
- Sustaining systems are implemented in a way that undermines collaboration and perceptions of value for employees.
- The "revolving door" at the top of the organization has created skepticism about improvement and reluctance to embrace new initiatives.

Key Recommendations

Based on Amtrak's organizational culture assessment results and BST's experience analyzing this type of data and using it to improve safety performance with other organizations, BST recommended the following actions.

- Communicate the assessment results to the entire organization along with a commitment to improve.
- Address key safety leadership skills that impact management credibility, procedural justice, leader-member exchange and perceived organizational support.
- Design and implement a more complete set of safety metrics.
- Clarify appropriate responses by managers to injuries.
- Strengthen the implementation of systems for performance evaluation, hiring, promotion and recognition to align their functioning with risk reduction and the promotion of safety excellence.
- Address employee concerns about their security.
- Identify ways to streamline and simplify approval procedures and business processes that impact safety. ■

Service Feasibility Studies Reach the Hill

Amtrak recently submitted service studies to Congress on the feasibility of reinstating or expanding service on several routes, in accordance with a requirement to do so by Oct. 16, 2009, in Section 224 of the Passenger Rail Investment and Improvement Act (PRIIA) of 2008.

“The studies examine a number of factors, including ridership and revenue, capital and operating costs, impacts to existing service and benefits to the public,” said Stephen Gardner, vice president, Policy and Development. “Based on our examination of those factors, we’ve provided a number of conclusions for Congress to consider.”

Following the submission of the reports, it is up to federal and state policymakers to determine if any of the service options should be pursued, and if so, provide the required levels of capital and operating funding to Amtrak.

Among the studies is the *Pioneer* route study, which examines several options for reinstating passenger rail service on all or parts of the route between Seattle and Chicago. The report assumes that a reintroduced *Pioneer* would operate daily, requiring a total of four to six locomotives and 23 to 26 Superliner cars, depending upon the option selected. Preliminary estimates of capital and mobilization costs, including infrastructure improvements, new equipment, station restoration, and employee training and qualifying range from \$379 million to \$493 million. Projected operating costs are \$36 million to \$46 million.

Ridership expectations on the restored *Pioneer* range from 82,000 annual passengers to 111,000, with revenue between \$7.6 million and \$13.1 million.

Another study looks at reinstating the North Coast Hiawatha route between Chicago and Seattle through southern Montana. The single largest cost to commence the restored North Coast Hiawatha service relates to upgrading existing track structure, signaling and grade crossing warning devices. Acquiring new locomotives and passenger cars, station restoration and ADA compliance, and the recruitment, hiring and training of new employees, projected capital and implementation costs total \$1.043 billion. Projected operating costs are \$73.1 million.

Annual ridership is projected at 360,000, resulting in \$43 million in ticket revenue. The ridership number includes about 66,000 passengers that are projected to ride the restored North Coast Hiawatha instead of the *Empire Builder*.

Another PRIIA-directed study looks at expanding service between Cornwells Heights, Pa. and New York, N.Y.; Princeton, N.J. and Philadelphia; and Harrisburg, Pa. and Pittsburgh, as well as adding a station stop at Rockwood, Pa., on the *Capitol Limited* route. While stopping additional trains at Cornwells Heights and Princeton Junction is not recommended, the report concludes that a second *Pennsylvanian* from Pittsburgh to New York, with

an additional roundtrip to Altoona, Pa., warrants further consideration, as does stopping the *Capitol Limited* at Rockwood.

“The addition of a second *Pennsylvanian* frequency yields approximately \$6.7 million in annual new ticket revenues, with just over 140,000 annual riders,” the report reads. “When a frequency to Altoona is added on the top of the new *Pennsylvanian*, Amtrak yields an additional \$1.1 million and another 36,000 riders.” The operating costs for providing this additional service between Harrisburg and Pittsburgh were estimated at \$16.7 million.

The report adds that a station stop by the *Capitol Limited* at Rockwood would increase ridership by about 2,100 passengers, roughly one percent per year but requires a capital investment of \$2.2 million to construct an ADA-compliant station there.

PRIIA also directed Amtrak to submit a report to facilitate service between the United States and Canada during the 2010 Winter Olympic and Paralympic Games in Vancouver, B.C., and a report on high-speed service along the Northeast Corridor.

For the former, Amtrak recommends that the two roundtrips per day funded by the state of Washington currently operating between Seattle, Wash., and Vancouver, B.C., be slightly modified, with the schedule change effective around Feb. 1, 2010, and returning to normal around March 31, 2010 if the second roundtrip continues.

The report further recommends that all customs and immigration activities in both Canada and the U.S. for trains in both directions be conducted at Vancouver’s Pacific Central Station in a manner similar to airline passenger preclearance at Canadian airports. In addition, the report urges Congress to provide about \$500,000 for improvements to the customs and immigration area at Pacific Central Station and provide approval for additional staffing to clear passengers through Customs.

Section 212 of the Act requires that Amtrak also submit a report to Congress detailing the infrastructure and equipment improvements to provide regular high-speed service between Washington, D.C. and New York in two-and-a-half hours and between New York and Boston in three hours and 15 minutes. The report specifically identifies track alignment, catenary, bridge and tunnel, rolling stock and signal improvements to achieve these goals.

Preliminary capital cost estimates include \$6.5 billion and \$3.7 billion for infrastructure improvements by the end of 2030 on the south and north ends of the NEC, respectively, with an additional \$7 billion needed for new tunnels and terminal capacity in New York. Further trip time improvements potentially can be achieved with the replacement of Amtrak’s *Northeast Regional* fleet with equipment designed to achieve higher speeds. The replacement cost is estimated at \$2.3 billion through 2030. ■

Photo: Laurence Mack

One study examines reinstating the North Coast Hiawatha, shown here in an archival photo at Lake Forest, Ill., between Chicago and Seattle through southern Montana.



2009 President's Service & Safety Awards Recipients

Amtrak paid tribute to its extraordinary and dedicated employees at a series of President's Service and Safety Awards ceremonies this fall. Congratulations to all of the employees honored!

ACHIEVEMENT

Richard J. Brodecki Jr.

Analyst, Equipment Performance and Quality, Wilmington, Del.

Richard J. Brodecki Jr. began his Amtrak career on June 18, 2007, as a quality assurance analyst, eventually rising to his current position. Throughout the Mechanical department, a product that captures data and reports on the reliability, performance and quality of Amtrak's nationwide car and locomotive fleet is known as "The Brodecki Report."

By researching, analyzing, presenting and reporting equipment maintenance data, Brodecki provides information to improve the department's decision-making capabilities.

His pursuit of informational data and his resolve to customize and present statistics has revolutionized the way the chief mechanical officer, his deputies, fleet directors, master mechanics, staff and quality assurance/compliance officers focus their efforts on maintenance, repair and reliability.

Gilbert E. Isaac

Foreman II, New Orleans, La.

Gilbert E. Isaac began his Amtrak career on Sept. 18, 1991 as a machinist in the Mechanical department. Through the years, he has received several promotions and, in 2002, was promoted to his current position as a foreman II. Although Isaac works as a foreman, with as many as 20 employees reporting to him, he also works vacation relief and travels on the *City of New Orleans* between New Orleans and McComb, Miss., to lend a helping hand to address any mechanical issues.

As a foreman II, Isaac works with many employees to make the company's locomotives as efficient and safe as possible. Supervisors and co-workers alike recognize him as one of the most safety conscious employees in his work area.

In addition to his dedication to his job, Isaac is best known for the time he spends with youth in his area. Described as a "quiet hero," he plays a vital role in ensuring that more than 400 kids experience a train ride, the first for nearly all of them. He makes their dream a reality by using his own money, hosting fish-fry outings and collecting aluminum cans.

Christopher J. Madden

Principal Engineer, High-Speed Rail, Boston, Mass.

Christopher Madden began his career with Amtrak on Jan. 1, 2006, as a high-speed rail service engineer and currently works as a principal engineer, High Speed Rail. Madden consistently exhibits the highest work ethic and diligent attention to detail far beyond the normal call of duty to address technical issues.

Madden worked tirelessly to improve many of the *Acela Express* trainset side door hardware and software problems that plagued Amtrak's premier service, causing delays to passengers. Through root-cause analysis, he corrected problems such as doors closing unexpectedly, faulty obstacle detection and loss of train line speed sensing, and improper door operation by train crews.

Through his diligence, he found a glitch in the train line speed sensing, which caused the doors to close rapidly and with a force that could cause serious injury to both passengers and employees. Working closely with the side door manufacturer to correct the operating software, Madden also played a major role in creating an instructional video for *Acela Express* crews on proper door operation to reduce door delays. As a result, door delays related to crew errors were reduced by 42 percent; overall reduction in door delays associated with mechanical problems was reduced by 15 percent.

Jamison Sorenson

Call Center Supervisor, Riverside, Calif.

Jamison Sorenson began his Amtrak career on Oct. 18, 1991, as a reservation agent. Through the years he has received six letters of commendation for his superior work.

Currently a call center supervisor in Riverside, Calif., Sorenson went above and beyond the scope of his position by assisting the Information Technology department in developing, testing and implementing the Automatic Customer Notification software to inform passengers of service changes.

"The ACN would not have launched had it not been for the leadership provided by Jamison," said Mark Rose, senior director, Reservations Sales. "His impact on the project has been immeasurable and his work has been remarkable in many significant areas of the project."

ACN enables Amtrak to send automated voice and e-mail alerts to passengers advising them of service disruptions, schedule changes and other important information. Thousands of customers are contacted in this very timely manner, eliminating the process of completing these tasks manually. The software enables call centers to provide immediate notification of delays thereby allowing customers to reschedule or re-book more efficiently. The creation of Sorenson's software has resulted in saving Amtrak approximately \$350,000 per year. Since it was implemented, approximately 45,000 ACN messages have been sent.

BUSINESS DIVERSITY

Renee Strolis

Senior Contracting Agent, Philadelphia, Pa.

Renee A. Strolis began her career with Amtrak on Oct. 6, 1976, as a clerk stenographer. Over a career that has touched four decades, she has held several positions, including crew dispatcher, verification clerk, senior secretary, executive secretary, business operations manager, product line supervisor and contracting agent.

In her current position, Strolis purchases fuels and lubricants across the U.S. for Amtrak's fleet of locomotives, gasoline for its fleet of automobiles, heating fuels and other middle distillates required for railroad equipment operation. She demonstrates a consistent desire to work with the Supplier Diversity Office to locate, solicit and award fuels and lubricant contracts to minority, women and disadvantaged businesses.

Strolis actively ensures that diverse groups of vendors are invited to bid on all her solicitations, working with the company's Risk Management and Legal departments to prepare terms and conditions that make it easier for small, women-owned and disadvantaged businesses to bid on Amtrak contracts by lowering insurance limits for fueling contracts under \$500,000.

CHAMPIONS OF THE RAILS

Robert Wilbur

Executive Director, New Mexico Operation Lifesaver

Robert Wilbur has provided outstanding service to Amtrak, the railroad community, and the public in his role as executive director of New Mexico Operation Lifesaver. By resurrecting a moribund program and spearheading increased activity, significant declines in highway-rail grade crossing and trespasser incidents have occurred in the state of New Mexico.

Today, New Mexico Operation Lifesaver is a vibrant organization educating the public about the hazards at railroad grade crossings and on railroad property.

"Beginning in 2004, he took an inactive program and turned it around," according to Phil Nerkowski, road foreman, Southwest Division.

Texas Eagle Marketing and Performance Organization (TEMPO)

TEMPO, which consists of local chambers of commerce, private citizens, select Amtrak employees and elected officials, advocates on behalf of the *Texas Eagle* and *Heartland Flyer* services. It holds regular meetings to keep its members informed of issues affecting the trains and to keep local officials engaged. To further promote the route and build awareness among chambers of commerce and the local hotel industry, TEMPO holds these meetings in different communities.

Last year, TEMPO celebrated the eleventh anniversary of its founding with the announcement of a federal grant to improve train travel times, customer satisfaction and operating results — a direct result of its advocacy efforts.

TEMPO members are businesspeople, doctors, retirees, and journalists. One TEMPO member was instrumental in securing thousands of dollars of advertising — free of charge — at Shreveport, La., stadium events. Long-time members in Hope, Ark., pushed for a station stop on the route. TEMPO members also worked with the city councils in Houston, Ft. Worth and Dallas to secure proclamations to commemorate National Train Day.

TEMPO Members

<i>Christina Anderson</i>	<i>Marshall, Texas</i>
<i>Will Bozeman</i>	<i>Austin, Texas</i>
<i>Steve and Susan Dauenhauer</i>	<i>Shreveport, La.</i>
<i>Ray Dunbar</i>	<i>Pittsburgh, Texas</i>
<i>Matt Fels</i>	<i>Ft. Worth, Texas</i>
<i>Dennis and Betty Glaze</i>	<i>Poplar Bluff, Ark.</i>
<i>Glenn and Alta Jones</i>	<i>Hawkins, Texas</i>
<i>Peter LeCody</i>	<i>Coppell, Texas</i>
<i>Joe Littlejohn</i>	<i>Bossier City, La.</i>
<i>William Pollard</i>	<i>Conway, Ark.</i>
<i>Fred and Dale Springer</i>	<i>Salado, Texas</i>

Trails and Rails Team

Del Rio to Sanderson, Texas

Formed eight years ago, the Del Rio-Sanderson Trails and Rails team provides passengers with a rich, rewarding commentary that enhances the desert scenery traversed by the *Sunset Limited* in Southwest Texas.

The Del Rio-Sanderson Trails and Rails Team sets up a substantial display of Native American interests in the lounge car, accompanied by a three-hour professional and entertaining narrative. The team's narrative across the desert makes the route interesting, revealing details of which the average traveler may be unaware. Even the on-board service crew absorbs some of the presentation details to share with passengers on the eastbound trip.

The Trails and Rails National Park Service alliance with Amtrak is an ongoing collaboration and includes 11 Amtrak routes. The team provides a specially designed tear-off color map for each passenger that shows the route and highlights geologic sites and plant types. The train parallels the Rio Grande River for a portion of the trip, so the team explains the historical and modern-day significance of the river, tells of its headwaters, and directs passengers' attention to the far side of the river into Mexico.

Trails and Rails Team, Del Rio, Sanderson, Texas

Coy Grainger
Fern Harrington
Charlie & Lou Lane
Adolpho Reyes
Patricia Warren

ENVIRONMENTAL ACHIEVEMENT

Gary P. Esposito

Assistant Superintendent, Sanford, Fla.

Edward T. "Tom" Meyer

Environmental Field Specialist, Sanford, Fla.

Assistant Superintendent Gary P. Esposito and Environmental Field Specialist Justin S. Liddle began their Amtrak careers on May 26, 1976, and Oct. 8, 2007, respectively. In the spring of 2008, they were the key players in

implementing a recycling program on the *Auto Train*, an initiative that is part of Amtrak's commitment to the environment.

While there were many individuals involved in the introduction and maintenance of this program Esposito and Liddle "made it happen," resolving problems, addressing delays and keeping the program on track.

To address safety concerns and FRA codes for trash receptacles, existing trash bins in each coach and lounge car were designated and labeled with recycling logos. A storage cabinet in each sleeping car was modified as a recycling bin. Signage was developed and displayed throughout the train and the station to increase the awareness of the program to passengers and employees. A means to manage and measure recycled items was developed and the first measurements for the bins were made in November 2008.

PROJECT EXCELLENCE

John J. Raila

Fleet Director, Chicago Locomotive Shop, Chicago, Ill.

John J. Raila began his career on Oct. 26, 1979, as a machinist, eventually working his way up to foreman and field engineer before being promoted to his current position as fleet director.

Raila personally championed a program of modifications and critical repairs to the newly overhauled and reconfigured Superliner Diner/Lounges, known as the Cross Country Café cars, which are essential to the new food service on certain Superliner trains. But a significant rate of failure for the service elevators used to move food from the downstairs kitchen to the upstairs serving area was problematic. This elevator failure resulted in a significant cost increase for additional dining car staff.

Working with the Preventive Maintenance line at Brighton Park, Raila corrected the problems, minimized the negative financial impact and provided employees with a much improved working environment. Because of his leadership qualities and decisive action, Raila went beyond the technical limits of his responsibilities and became the champion for expediting and implementing the modifications, significantly reducing the time required to make the modifications.

High-Speed Rail Service Engineers Team

According to nominator Senior Director, High-Speed Rail Maintenance Engineering and Overhaul Rudy Vazquez, "I nominated this team on the basis of the outstanding performance and initiative it demonstrated during this tasked project. This exceptional group of employees used their skills and talents to greatly improve the reliability and availability of the *Acela Express* high-speed trains."

The project involved developing action plans and collecting survey information on ongoing problems at locations where the *Acela Express* fleet is maintained. In 2008, data was collected on six main "campaigns": side doors locking mechanism, cruise control, coach car lateral motion, battery temperature control, main reservoir purge and air dryer systems, and coach bolster friction plate inspections.

High-Speed Rail Service Engineering Team Members

David P. Byrne, Passenger Engineer, New York, N.Y.
Tudorel Caliga, Maintenance Engineer, HSR, Washington, D.C.
Sithseng Chan, Service Engineer, HSR, Boston, Mass.
George Chavesta, Service Engineer, HSR, New York, N.Y.
Anthony Cheeyou, Service Engineer, HSR, Washington, D.C.
Yevgeny Kuroschepov, Service Engineer, HSR, New York, N.Y.
Saluka N. Kulasinghe, Service Engineer, HSR, Washington, D.C.
Paul C. Marin, Service Engineer, HSR, New York, N.Y.
Randy L. Scott, Service Engineer, HSR, Washington, D.C.
Kenneth A. Viera, Service Engineer, HSR, Boston, Mass.
George A. Warner, Service Engineer, HSR, Washington, D.C.
Robert L. Wilhelm, Service Engineer, HSR, Boston, Mass.

New Bank Deposit Structure Team

In response to a determination by the Treasury department, in concert with the Amtrak Office of the Inspector General and the Transportation department, the New Bank Deposit Structure Team was formed to make changes in the corporate banking system, making it easier to collect ticket revenue from 215 locations nationwide.

The team successfully met its goals to reduce the number of banks and

bank accounts; observe uniform banking practices and procedures; automate cash concentration; generate additional interest income; use armored car carrier transportation services at all stations in a cost-effective manner; obtain bank deposit supplies for all stations from one vendor; and simplify and improve bank reconciliations.

Senior Associate, Treasury Bank Administration Keith Warchol displayed exceptional leadership skills in restructuring Amtrak's station banking methods, working closely with company departments, such as Station Operations, Procurement and controllers, as well as a number of third-party providers, like banks, armored car companies and bank deposit supply vendors.

Safe Replacement Project Team

Jeffrey R. Carnicelli, Senior Director, Treasury Operations, Washington, D.C.

Kevin J. Dant, Director, Station Operations, Washington, D.C.

Keith Warchol, Senior Associate, Treasury Bank Administration, Washington, D.C.

SAFETY ACHIEVEMENT AND 2009 CHARLES LUNA SAFETY ACHIEVEMENT AWARD

William H. "Willie" Bates

Conductor, Richmond, Va.

William H. Bates began his career at Amtrak on Aug. 20, 1986, and currently works as a conductor based in the Richmond crew base. Through Willie's commitment, dedication and daily, active support of safety, he has been instrumental in helping the Richmond T&E Crew Base and the Zone 5 (Washington) T&E Crew Base achieve a zero reportable injuries in calendar year 2008. Willie has worked injury-free for his entire 23-year Amtrak career. Not only has he been injury-free, Willie has never had an operating rules violation, a manifestation of his belief that safety is first and foremost.

A consistent participant in safety programs and various safety committees, Willie commands respect in this area. According to Operations Superintendent, Mid-Atlantic Division Mike Sherlock, "Willie has a lot of respect from the people with whom he works."

CHARLES S. LUNA SAFETY ACHIEVEMENT AWARD

In 1963, Charles Luna was elected president of the Brotherhood of Railroad Trainmen, and was reelected in 1964 and 1968. In 1970, he was designated by President Richard M. Nixon to be an incorporator and a member of Amtrak's board of directors. Luna was also appointed by Presidents Ford, Carter and Reagan to serve successive board terms, serving longer than any other board member.

His legacy of employee dedication continues at Amtrak through the Charles Luna Safety Achievement Award, which was established in 1990. The award is presented to the employee or group who demonstrates the highest degree of safety awareness.

As top scorer in the Safety Achievement category, William H. "Willie" Bates is the winner of the 2009 Charles Luna Safety Achievement Award.

SAFETY ACHIEVEMENT

Susanne J. Gimer

Train Attendant, Lorton, Va.

Susanne J. Gilmer started with Amtrak on Oct. 25, 2000, as an *Auto Train* attendant. Her many talents include creating materials, organizing communications and ensuring that safety is at the forefront of all *Auto Train* personnel.

In early 2008, a challenge was put forth by Fred Nardelli, District Superintendent, *Auto Train*, to organize *Auto Train* On-Board Service Crew Empowered Safety Teams for the purpose of addressing safety concerns and

problems very specific to the *Auto Train*, its personnel and its passengers. Gilmer took on this challenge with energy and thoroughness, leading to her appointment as leader of Crew Team 3.

These same characteristics also made her the collector and publisher of the Safety Bulletin distributed for the *Auto Train*. Gilmer has an enormous talent in creative graphic design, which she uses to produce attractive and professional-quality safety alert bulletins, news flashes and other alerts. She compiles and organizes safety concerns and solutions from the various safety teams and produces a professional product that is indispensable to the *Auto Train* personnel and its passengers.

SAFETY COMMITTEE OF THE YEAR

Wilmington Maintenance Facility Safety Committee

Wilmington, Del.

The Wilmington Safety Committee's faithful service and contributions have been instrumental in the development and implementation of many safety programs at various shops systemwide. Its diligent and continuous effort to correct any and all unsafe conditions in the workplace has made it a leader in safety.

Then-Chief Mechanical Officer Vince Nesci challenged the entire safety committee to reduce its safety ratio to 2.0 per 200,000 man-hours worked. The volunteer committee surpassed this goal and achieved a ratio of 1.3 in FY '08 — its best safety record. The committee hosted the Bear Complex Safety Committee at several meetings to exchange employee safety ideas and projects and met regularly with the Delaware Department of Natural Resources Environmental Control to ensure storm water compliance, I&I Sling Company for safety training, Campbell® Chain for safety training and specialized lifting devices, and the Wilmington, Del., Fire Department for fire safety training.

"The Wilmington Safety Committee has been the committee that other departments and divisions turn to," said Michael J. Riley, safety foreman III. "Their goal has always been to couple-up for employees' safety and strive to help improve Amtrak's system safety program."

The Wilmington Shops Safety Committee

James R. "Robby" Duncan, Safety Engineer (retired April 2009)

Dewitt "Clint" Foster, Machinist

Walter Green, Material Handler

Christopher Lento, Foreman III

Frank Lombardo, Electrician

Gary Kravitz, Sheet Metal Worker

Richard Pantalino, Electrician

Michael J. Reilly, Foreman III

William Steward, General Foreman

Dave Swain, Foreman II

Linda Turcol, Clerk

STATE PARTNER

Jeffrey Knueppel

Assistant General Manager, Chief Engineer, SEPTA

Jeffrey Knueppel is Amtrak's primary contact at SEPTA, which operates several commuter rail routes over Amtrak lines in the Philadelphia metro area. Knueppel, through his leadership, focus, determination and gravitas has helped dramatically advance the relationship between Amtrak and SEPTA. In the process, SEPTA invested \$100 million in projects along jointly used lines to the benefit of commuters and intercity passengers in the Philadelphia region.

"He brings energy, focus and honesty to a relationship that had been troubled in the past," according to Drew Galloway, Amtrak assistant vice president, State and Commuter.

SEPTA Chief Financial Officer and Treasurer Rich Burnfield added that, "Because of Jeff's consistent advocacy, Amtrak and SEPTA have cobbled together a funding plan that acknowledged and prioritized what needed to be done."

SUSTAINED EXCELLENCE

Merlin D. Blevins

Ticket Agent, Havre, Mont.

Merlin D. Blevins began his career with Amtrak on July 17, 1973.

Having spent an entire career in Montana stations has afforded Blevins the opportunity to get to know many of his passengers on a first-name basis. His positive attitude and professionalism make him an excellent ambassador for the company.

According to Gay Banks Olson, assistant superintendent, Passenger Services, "Merlin is the face of Amtrak in Montana." His dedication to the company is evident as he makes himself available after hours in the event of service disruptions and other challenges. In spite of these challenges, Blevins faces them with a positive, can-do attitude. Blevins is held in high regard by his co-workers and is known for getting the job done — and done right.

Ticket Clerk Leslie Shelton added that, "I love working with Merlin because he's very genuine and he's taught me a lot."

Jeanine M. Boggs

Ticket Agent, St. Louis, Mo.

Jeanine Boggs began her career with Amtrak as a ticket agent on Dec. 5, 1980, and over the course of 29 years, has been known by current and previous supervisors and co-workers as an employee who is consistently self-motivated with high levels of energy to ensure that passengers receive the highest level of customer service. She is described as a kind and considerate person who has a knack for resolving difficult situations, greets the world with sincere and contagious joy, and whose patience never waivers.

Boggs is always eager to take on new responsibilities and is always helpful with new hires, taking them under her wing. Considered by some as the glue that holds Passengers Services together in St. Louis, she is asked for by name when passengers make reservations. She is known to walk through the station when trains are delayed making conversation with passengers about their travel plans and entertaining their kids. Operations Manager June Norfleet, who has known Boggs for 20 years, said, "Jeanine can move mountains; if we could harness her stamina, eureka, the energy problem would be solved."

"Jeanine has been stellar in her commitment to Amtrak and I'm proud to have her on my team," said John Bueschel, district manager, Stations.

Sandra L. "Sandi" Brown

Ticket Agent, Glenwood Springs, Colo.

Since joining Amtrak on Dec. 1, 1988, Sandra L. "Sandi" Brown has taken great pride in performing her daily duties, especially in keeping the community's historic Glenwood Springs train station in excellent condition for *California Zephyr* passengers.

Brown's work for Amtrak, its passengers and the community of Glenwood Springs illustrates the highest standards of excellence and positively promotes train travel. In every instance, she is willing to go beyond the call of service to ensure that *California Zephyr* passengers have a pleasant train experience. During service disruptions, she's been known to come to the station on her days off to help reroute passengers or make hotel accommodations. Meanwhile, she never misses an opportunity to promote Amtrak services among new and existing passengers.

According to District Manager Brian Perkins, "Sandi absolutely loves her job and it shows every time she walks through the doors of the station."

Samuel P. Calciotti

Passenger Engineer, New York, N.Y.

Samuel P. Calciotti began his Amtrak career on Oct. 27, 1989, as a passenger engineer trainee. In the years that followed, he grew into an engineer extraordinaire.

"Sam has a 24-hour, seven-days-a-week commitment to Amtrak," said Assistant Superintendent, Road Operations Pete Stevens. "He is above and beyond in knowledge, experience and overall talent."

Stevens added that Calciotti's knowledge of locomotives and his ability to analyze and fix problems are unparalleled, contributing immeasurably to the restoration of service and breakdown recovery.

Besides being a locomotive engineer, Calciotti is also a trainer, passing on his vast knowledge and passion for the job through training modules that he developed himself using a variety of training sources and personal experi-

ences. Because his locomotive expertise is so widely known and admired, his training classes are often filled to capacity.

Fred A. Calinsky

Assignment Clerk, Riverside, Calif.

Fred A. Calinsky, a well known fixture in the Western Reservations Sales Call Center, began his Amtrak career on June 21, 1976. Noted for his efficiency, he is an exceptional employee who never fails to meet and exceed the company's expectations. His efforts have made it possible for WRSCC to reduce payroll errors — and fewer errors means less labor and overtime.

Calinsky possesses an analytical mind, which he uses to organize, troubleshoot, generate reports and make quality decisions. As a team player, he creates improved applications to produce an accurate and efficient way to process payroll.

According to Call Center Supervisor Jamison Sorenson, "Fred's main responsibility is for the accuracy and productivity of the department. He captures the unaccounted time, makes sure the proper coding is used, accounts for all overtime and makes sure the proper scheduling is done. Fred is sought after by project developers, managers and his subordinates for guidance because of his well-rounded qualifications."

Loretta Carr

Passenger Engineer, San Antonio, Texas

Loretta Carr began her Amtrak career on April 26, 1999, as a ticket clerk. On Jan. 2, 2004, she became an assistant passenger conductor, and in June 2005, she became a passenger engineer trainee. In August 2007, she became a certified passenger engineer.

Throughout her Amtrak career, Carr has always been eager to learn all she can about her position. She is like a sponge, always hungry to learn all the facets of her job and Amtrak. She eagerly and continuously strives to better herself and those with whom she works.

Carr handles her trains with care, abiding by FRA rules and Amtrak's policies and procedures, and always ensuring that her passengers have a comfortable ride. She is focused on the job at hand, responsive to her passengers' and co-workers' needs, and is always willing to step in and lend a hand whenever needed.

Maria V. Castro-Leon

Ticket Agent, Denver, Colo.

Maria V. Castro-Leon's employment began April 28, 1989, as a reservation sales agent. Over the years, she has also worked as a part-time and full-time ticket clerk and baggage handler and now works as a ticket agent in Denver.

Customer focus and great organization is needed when trains delays, service disruptions, misconnection and language barriers prompt some passengers to consider alternate travel means. Yet, Castro-Leon employs her superior customer service skills to assist passengers in finding a resolution to their concerns. Accordingly, her positive attitude and proactive approach to problem-solving are traits that both her co-workers and passengers have come to rely upon.

Amtrak's passengers have a perception and image of what defines good customer service. That image is positively reinforced when they encounter Castro-Leon.

Cynthia A. Cole

Systems Operations Duty Officer, Wilmington, Del.

Cynthia A. Cole began her Amtrak career on Sept. 1, 1984, as a clerk typist, and has been consistently promoted to supervisory positions before assuming her current position as Systems Operation duty officer. Her dedication and loyalty remain nothing less than outstanding. She demonstrates a commitment to working behind the scenes to provide exceptional customer service, ensuring that passengers' needs are met.

Cole expertly handles day-to-day operating and mechanical issues that arise while maintaining communication with en route trains using the satellite-based communication system and telephone. Her prior experience in field operations as a block operator and her assignments in every functional area of train operations at CNOC has attributed to her success. She is able to quickly identify problems and gets the right people engaged to ensure successful service recovery.

Cole's valuable knowledge learned over the years enables her to react with precision and speed to keep trains moving through key communication

and coordination. She has earned the trust and respect of Amtrak field management, staff management, including the executive level of the Operations department, as well as contract carrier management such as BSNF, UP, Canadian Pacific, NS and CSX. Her co-workers look to her for guidance and she mentors them on a daily basis.

Justin A. Collins

Operations Supervisor, Washington, D.C.

From his first day with Amtrak on March 14, 1989, as a train attendant until his present role as operations supervisor in the Washington crew base, Justin A. Collins has been a person of character and dedication, possessing leadership skills that are second to none.

Like other crew bases, the Washington crew base once struggled with the credit/debit process. However, Collins took the lead and turned the operation completely around. His interpersonal skills are fantastic and he does not get bogged down by processes.

When Collins worked on-board he was always recognized as having excellent people skills that overwhelmingly won him the admiration and respect of his customers, fellow workers and supervisors. His attention to detail, coupled with his dedication to doing an excellent job, allows him to serve as a role model for all. He has maintained these qualities throughout his entire career and brought them to the crew base where he is looked upon as the go-to person by his employees, peers and managers.

Robert J. Connell

Electronic Specialist, Philadelphia, Pa.

Robert J. Connell began his Amtrak career on July 15, 1991, as a signal trainee, later becoming a fully qualified communications and signals maintainer. His consistent and effective technical support of the Centralized Electrification and Traffic Control (CETC) system has earned him the reputation of being the "electronic specialist of specialists."

Connell is at the technical heart of the critical CETC operations. In the 15 years he has worked in this area, he has dealt with every intricate operational issue imaginable; coordinating with field C&S maintainers, Electric Traction power directors and CETC train dispatchers to identify and promptly resolve communication and signal issues to support on-time performance goals.

Connell also saves the company countless dollars by repairing CETC's technical equipment. This is important because much of the equipment is not available on the market due to its age and type. Thus, he works diligently to maintain the \$40,000 video generator and the 18 video display units each of which costs \$20,000.

Douglas A. DeLia

Training Supervisor, Philadelphia, Pa.

Douglas A. DeLia began his Amtrak career Oct. 6, 1980. With a can-do attitude from the start, he has held many positions within Amtrak, including R&I clerk, purchase order clerk, data entry operator, reservation sales agent, reservation sales supervisor, VRU Speech project manager and call center supervisor.

As a Training department supervisor, DeLia's job is to keep his staff current on changes and upcoming promotions. He is instrumental in coaching and mentoring a team of 20 agents to strive for a high level of performance in sales revenue and on-phone productivity. He was also key in developing a relationship with Career Link, a city and state agency that identifies qualified applications for the Reservation Sales office. His role includes improving product knowledge, which he accomplishes through familiarization trips that play a large role in customer satisfaction and gaining repeat passengers.

Douglas A. DeLia has been an outstanding employee throughout his Amtrak career, with an excellent work ethic and a willingness to get involved.

Douglas A. "Alan" Diedrick

Ticket Agent, Carbondale, Ill.

Douglas A. "Alan" Diedrick began his Amtrak career on Sept. 16, 1974, and has since consistently displayed a strong work ethic, good attendance and attention to detail. He is a concerned, caring and pleasant professional who goes out of his way to anticipate and attend to passenger needs.

Diedrick is the "go-to" person at his station. According to Secretary Sharla Funk, "Alan has been successful in turning an irate passenger into a happy passenger right before my eyes. Every day, he provides our passen-

gers with the highest level of service, going above and beyond the scope of his job to provide our passengers with the highest quality of service. In all the years I've known Alan, I have yet to see him angry or in any way less than professional and courteous to everyone he meets."

Diedrick is the motivating force at the Amtrak station in Carbondale, a trait that has defined his entire Amtrak career. He takes the task at hand, no matter how hard, and creates positive resolution. He is a leader of a team that makes Amtrak regal in small towns and big in the hearts of our passengers. He encourages his fellow employees and helps them with any needs they may have.

Sue G. Dwelle

Secretary I, Jacksonville, Fla.

Sue G. Dwelle began her career with Amtrak on April 16, 1973, and is currently working as a Secretary I for the Passenger Services superintendent in Jacksonville, Fla.

Whether they have worked with her for three years or 30 years, Dwelle's peers and managers alike have long recognized her strong work ethic. They have witnessed the singular contribution she makes in the countless extra things she does each day in addition to her already demanding responsibilities.

Dwelle is known as the champion of customer service. Thoughtful, creative and highly professional, she does not forget even the smallest of details, reports or even someone's birthday.

Michael J. Frazier

Senior Director, Systems Operations, Wilmington, Del.

Michael J. Frazier began his career with Amtrak on Jan. 1, 1974, as a ticket clerk, before quickly moving to a number of positions, including statistics clerk, locomotive controller, supervisor locomotive distribution, Power Bureau manager, assistant transportation manager, transportation manager, trainmaster, and Intercity Support director. On June 1, 1988, he assumed his current position as senior director, Systems Operations. Frazier is an extremely dedicated employee who works extremely hard, especially when operational challenges present themselves.

Frazier works in a 24/7/365 environment answering the call when there's a disruption on the railroad. He has handled such emergencies as track blockages, derailments, unplanned service disruptions, mudslides, hurricanes, snow and ice storms. When something goes wrong, he knows what needs to be done; he knows what equipment to operate.

Frazier is often on the job at odd hours, bringing the necessary parties together to determine the best plan for solving myriad challenges. He can look at a situation and quickly determine the best course of action. His ability to coordinate multi-departmental activities is first-rate; he does it in a flexible manner that takes all opinions and solutions into account.

Karen M. Geter

Senior Director, Systems Operations, Wilmington, Del.

Karen Geter started her career with Amtrak on Aug. 8, 1988, as an *Auto Train* attendant, working her way through multiple positions associated with the *Auto Train*, including station representative, assistant station agent, statistical clerk and, now, secretary I.

Geter is an exceptional team player who displays an attitude that anything can be accomplished with teamwork and a smile. A natural mentor, she spends extra time with new hires to ensure their acclimation to the area and success as capable employees.

She has been designated as the Richmond station tour guide, handling VIPs. Geter is the community relations go-to person, encouraging passengers to visit the historic sites in Washington, D.C., Philadelphia and New York when traveling north.

Danny J. Gregg

Ticket Agent, Lakeland, Fla.

Danny J. Gregg began his 25 year Amtrak career on Sept. 1, 1984, and has excelled in the positions of laborer, heavy equipment operator and utility worker in the Mechanical department in Washington, D.C. In April 2005, he transferred to Florida where he has worked as a baggageman and ticket clerk within various locations in Central Florida.

"Professionally dressed, on time, team player, excellent overall job performance and superior customer service." are just a few phrases used by supervisor Gessner Canadiate to describe Danny Gregg.

Service disruptions, difficult passengers, inclement weather and aging stations are among the daily challenges in the life of an Amtrak ticket agent. Gregg's attention to detail and calm demeanor in dealing with passengers sets him far above average and allows him to effectively manage the daily challenges. His tact and compassion helps to create a more positive image of Amtrak and promotes repeat ridership.

Lino Gutierrez

Lead Service Attendant, Miami, Fla.

Lino Gutierrez began his career with Amtrak on April 28, 1997. Since then, he has consistently exhibited a sincerity that makes his lounge car guests feel welcomed and at ease during their trip.

Gutierrez acknowledges his passengers' presence immediately with a warm smile and his customary phrase: "I'll be right with you." He is instrumental in ensuring that the bonds of his crew reflect a collaborative team effort when it comes to serving passengers. For his efforts, Gutierrez consistently has been rated above average in key performance indicators such as safety, performance, conduct, appearance and overall professionalism.

An ambassador for customer service, his outgoing personality and sense of humor create a pleasant and relaxed atmosphere in his lounge car, despite the lengthy trip. Passengers tend to spend most of their time in his lounge, which translates into more spending on food and beverage items.

Barbara A. Hanna

Director, Human Resources, Los Angeles, Calif.

Barbara A. Hanna started her remarkable career with Amtrak on March 12, 1973, as a secretary and currently holds the position of director, Human Resources in Los Angeles.

Hanna has served Amtrak in a variety of positions with progressively increasing responsibilities. She has a broad scope of knowledge from the several departments as well as different geographic locations in which she has worked. She uses that cross-departmental knowledge for the betterment of Amtrak. Whether it was her work in Chicago HR, or as service manager of the Coast Starlight, in Labor Relations, in the Los Angeles HR office, or the work she did at the Bourbonnais derailment, the overall sentiment is that Hanna is an exceptional employee.

Hanna has always been more than willing to roll up her sleeves and get involved, regardless of the task. The recurring theme is that she is very conscientious, knowledgeable, and a firm believer in diversity.

Robert L. Hayhurst

Passenger Engineer, Lorton, Va.

Robert L. Hayhurst began his Amtrak career on Aug. 6, 1984. As an engineer on the *Auto Train*, he has consistently proven his worth, operating the train safely and comfortably along its route.

A mentor and true asset to Amtrak, Hayhurst is known among his colleagues as someone who knows his job well. He is respected as someone who is clearly dedicated to his craft. His impeccable record of service has helped make the *Auto Train* one of the most popular trains in the Amtrak system.

Nearly every engineer that operates the *Auto Train* has spent time with Hayhurst as his/her mentor and instructor. He is a whiz when it comes to managing equipment while traveling, ensuring that there is adequate power to propel the train forward while remaining mindful of passenger comfort. He passes these techniques on to his students and continuously updates his system for assessing the student engineers' performance.

Gail A. Hendrix

Ticket Agent, Pittsburgh, Pa.

Gail Hendrix began her employment with Amtrak on Oct. 19, 1979, providing excellent customer service for 30 years.

The riding public that has traveled through the Pittsburgh train station has likely been welcomed and assisted by Hendrix, and many have taken the time to write letters commending her for her customer service skills. According to her supervisor District Manager, Stations, Chuck McHugh, Hendrix has maintained a pleasant disposition while attending to her duties in a customer-focused, safety-conscious manner throughout her career.

Service disruptions bring out the best in Hendrix, as she ensures that passengers are well informed and arranges alternative transportation where needed. Constantly in motion to fix a problem or address a concern, she does her best to anticipate passengers' needs.

Terrence J. Henry

Locomotive Electrical Technician, Washington, D.C.

Terrence J. Henry started his career with Amtrak on Feb. 2, 1989, as an electrician in the Mechanical department and during his outstanding career became one of the Ivy City Maintenance Facility's best electrical technicians.

According to General Foreman Raymond Beitzell, "Terrence enjoys a solid reputation among everyone who knows him. Not only is he good at his job, but he's someone that people seek out for advice because they know he will lead them down the right path. Terrence is the type of employee that employers would spend countless dollars to find."

When troubleshooting or working on rolling stock equipment, Terrence's main concern is maintaining equipment to meet passengers' expectations of safety, convenience and comfort.

Terrence always has our ridership in mind when troubleshooting or working on rolling stock equipment. Even in a pressure situation, he is able to quickly identify and correct any electrical failures that may delay a train's arrival or departure.

Patrick Hershkowitz

Train and Service Attendant, Miami, Fla.

Patrick Hershkowitz began his career with Amtrak on July 17, 1996, as a trainee service attendant, and became a certified service attendant in August 1996. He is one of the best employees in the craft. His excellence is evident in his professionalism, his style of service, his rapport with passengers, and his personable style of interacting with his fellow co-workers.

Hershkowitz has consistently exceeded the standards for train and service attendants since joining the company. He is a quiet individual whose very consistent outstanding performance speaks much louder than words. As the ultimate mentor, he trains new hires and other employees who might need refresher training. He also works extra in the ready crew and coaches whenever required.

When working as a service attendant, Hershkowitz presents a very attractive dining car. Everything must be perfect and in place for his passengers' dining pleasure. When he serves as a train attendant, his rooms are always made inviting for his passengers' relaxation.

Everton L. Ifill

Auto Train Attendant, Lorton, Va.

Everton L. Ifill has sustained the highest level of performance since he was hired for the *Auto Train* service on Sept. 24, 1984. Since then, he has worked in various capacities on the Lorton, Va., to Sanford, Fla., service, including lead service attendant. For the last few years, he has held the position of sleeping car attendant.

As a sleeping car attendant, his job is to make sure he has the standard issued equipment on hand and ready for use. He inspects and prepares his area of responsibility, ensuring that maintenance duties have been completed. Ifill's priority is making sure passengers have the very best service.

He arrives early to make sure his car is in working order and, if he finds something wrong, he corrects the issue before inviting his passengers into the car. Ifill is quite creative and innovative when serving meals in the room. He sets up in an appealing manner, staging the tray in a fashion similar to a five-star restaurant setting.

David C. Irish

Employment Development Manager, New York, N.Y.

David "Dave" Irish was hired on April 16, 1980, as a reservation and information clerk, where he quickly proved that he was the kind of employee who would go that extra mile for his customers and routinely exceed their expectations and those of his supervisors.

In 1984, he brought that customer-centric brand of service to the Human Resources department as an instructor, where his new "customer" was the next generation of newly hired employees.

Encouraged, influenced and nurtured under Irish's quiet tutelage, the human face of Amtrak learns how to take pride in giving good customer service. Irish was promoted in 2002 to the position of employee development manager, but he remains connected to the essence of customer service: Amtrak's employees and its customers. When not in the classroom with new-hire employees, he's out in the stations, or on the trains talking and listening to passengers and employees. He asks newly hired employees: "What if the customer was a member of your family or a close friend? How would you want them to be treated on our trains or in the stations?"

Shreal A. Jackson*Train Attendant, New Orleans, La.*

Shreal A. Jackson started her career with Amtrak on July 12, 2001. She is currently a train attendant aboard the *Crescent*, where she is responsible for assisting passengers in all aspects of travel.

Jackson has been described by her superiors as a team player and an excellent employee who goes above and beyond in performing her duties. Over the years, she has been commended by many passengers for making them feel comfortable aboard the train and well informed of any delays or operational disruptions. As an example of her impact on passengers, Jackson garnered nine distinct customer service commendations in the last year.

Jackson also maintains leadership roles in Operation RedBlock and the New Orleans safety committee. She is an enthusiastic proponent of safety, a good communicator and always willing and able to assist in all tasks she is assigned. Leading by example, Jackson performs safety briefings for her crew and is among the first to respond to any safety concern.

Michael P. Jerew*District Manager, Stations, Raleigh, N.C.*

Michael P. Jerew began his Amtrak career on Sept. 10, 1984.

The accolades for Jerew range from “excellent” to “consistently performs above average” to “always on target.” A hands-on manager talented in all aspects of passenger service operations, he is able to handle anything that comes his way.

Earning the respect of his direct reports, Jerew’s responsibilities include negotiating busing plans to improve efficiency and save money; working with North Carolina Department of Transportation to maximize funding; and being proactive in station projects.

According to Assistant Superintendent, Road Operations Larry Vanover, “Mike steps way outside the box as a district manager to oversee his employees and a number of construction projects, including reconstructions, platforms, and designing interiors. I wish he was on my staff.”

District Manager, Stations, Marian Fordham agreed: “I would work along side of Mike any day of the week. I trust his judgment. He sets a high level of expectations for his direct reports and effectively communicates with his staff.

Janice Kavanaugh*Senior Financial Analyst, Philadelphia, Pa.*

Janice Kavanaugh began her career with Amtrak on Oct. 1, 2003. Her role as a senior financial analyst is performed with a rare blend of accounting focus combined with solid understanding of the issues affecting sales reporting. She makes it a point to be knowledgeable about the business processes of employees who sell tickets and food and beverages. This unique quality allows her to pinpoint root causes of shortages and errors, then address them with management in the Operations department. These qualities make her an extremely effective partner in addressing financial issues in the field.

One of Kavanaugh’s responsibilities is to perform complex audit reviews of food and beverage sales reports submitted by lead service attendants, and to field requests for adjustment of report variances from On-Board Services crew bases. She personally analyzes the results from more than 500 sales reports per month and her conclusions are precise, concise and supported by documentation.

Using her advanced PC skills, Kavanaugh created a station accounting reporting system in FY ‘04 that compares and highlights abnormal station behavior that may indicate fraudulent activity.

John D. Kennedy*Conductor, Stations, Albuquerque, N.M.*

John D. Kennedy began his career with Amtrak on Aug. 19, 1992. Over the years, he has exhibited high leadership skills, an outstanding work ethic and an unyielding commitment to safety.

Kennedy is a very detail-oriented employee who is very conscientious in his handling of ticket-lifts and execution of revenue accounting procedures. He consistently goes above and beyond the call of duty, always keeping passengers informed and comfortable during service disruptions. His commitment to safety influences his fellow employees to work safer and come together as a team. He is a role model and works as a team with the conductors and On-Board Services employees. He also does an exceptional job with new employees, teaching them proper procedures.

Kennedy was commended for his heroic efforts in handling a disturbed and violent passenger while working as assistant conductor. Without hesitation, he reacted valiantly, putting his own safety at risk to save a passenger from a life-threatening situation.

Darryl A. Kent*Train Attendant, Chicago, Ill.*

Darryl A. Kent, a well respected, hard-working employee much appreciated by passengers and fellow employees alike, began his Amtrak career on May 21, 1984. Over the years, he has remained enthusiastic about his job, handling passengers in a friendly and efficient manner.

Kent consistently provides personalized service by visiting each of his sleeping car rooms, introducing himself and explaining the available services. Overlooking no details, he knows that it is the small things that count toward customer satisfaction. If a passenger asks where the lounge car is located, he doesn’t just point the way, he will ask what they might want, retrieve the item, and bring it back to them in their room — all to provide that special level of service.

Kent deals directly with passengers’ needs, even before they are aboard the trains. He inspects the passenger list to see who might require special assistance and works with the train crew and red caps to assist any passengers with special needs. He always works to remain ahead of the game and is very proactive when it comes to his passengers.

Robert D. Klein*Lead Payroll Clerk, Wilmington, Del.*

Robert D. Klein began his Amtrak career on Sept. 1, 1976, and for more than 30 years has demonstrated the highest degree of professionalism, first as a store attendant before progressing to his current position as lead payroll clerk.

For the last three years, Klein has been a one-man department since the staff was reduced from four clerks. He handles a heavy workload, but never complains or wavers from anything short of accurate and consistent work performance, even when he was required to maintain day-to-day payroll operations during the implementation of a new payroll system. Throughout his career, Klein has captured the complete confidence of the employees who work at the Wilmington Maintenance Facility, and he is highly respected and regarded by his co-workers as a friend and faithful colleague.

Klein’s supervisor, Budgets Manager Fred Detrick said, “Bob covers all the angles, never misses a beat and keeps everyone informed of what is required to efficiently and effectively maintain a seamless payroll process. His knowledge of Amtrak’s payroll policies and procedures is mind-boggling.”

Marc O. Lambert*Auto Train Attendant, Lorton, Va.*

Marc O. Lambert has been an *Auto Train* attendant since April 5, 1993.

Described by co-workers and supervisors as one of the hardest working and kindest employees in the company, Lambert enjoys a reputation marked by a positive attitude, superior customer service and a drive to exceed expectations.

Lambert truly defines customer satisfaction in the sense that he makes *Auto Train* passengers feel as if they have been invited into “our” home for their trip by providing a level of customer service available nowhere else but under his care.

He is a shining example of the type of employee every supervisor wants serving our passengers. During trips on the *Auto Train*, Lambert can be found assisting passenger by serving meals or drinks in rooms and keeping passengers updated with timely information with regard to their travel. His calm nature has an effect on fellow crew members that helps them perform at their best.

Carmen R. LaSanta*Coach Cleaner, New York, N.Y.*

Carmen R. LaSanta started with Amtrak on March 1, 1990, as a coach cleaner at New York’s Sunnyside Yard. Throughout her 19 years with Amtrak, Carmen has worked hard to ensure that the cleanliness presents a positive first impression for passengers when they board an Amtrak train.

As a coach cleaner, LaSanta does whatever is necessary to ensure immaculately clean cars. Her duties include cleaning seating areas, floors,

toilets, vestibules, windows and food service areas while following proper sanitation procedures and safe lifting techniques.

LaSanta consistently does all she can to exceed customer expectations on cleanliness. Full of energy and efficient in her cleaning, she takes new employees under her wing to show them the best way to complete their assigned tasks in the prescribed time. She does not hesitate to help others, without prompting, after completing her own tasks. She does not complain when faced with obstacles, but learns to maneuver around them while continuing to do an excellent job.

Farrel J. LeCompte Sr.

Sheetmetal Worker Technician, New Orleans, La.

Farrel J. LeCompte Sr. started with Amtrak on June 1, 1977, as a sheetmetal worker in the Engineering department in New Orleans. There, he has worked for more than 30 years as sheetmetal worker, sheetmetal worker technician, and sheetmetal worker grade A technician. Available in any capacity, LeCompte takes care of business in a timely fashion.

LeCompte maintains the wastewater plant in New Orleans, where he recycles run off diesel fuel from the shops before it goes into the local sewer system, thus helping preserve the environment and saving the company from environmental fines. In addition, he is an able plumber, pipefitter and metals fabricator. His colleagues characterize him as an employee who performs to his own high standards with quality results.

David K. "DK" Lee

Conductor, Jacksonville, Fla.

David K. "DK" Lee began his Amtrak career on Sept. 15, 1989, after serving as a conductor with another railroad. In all, his railroad career spans 36 years.

Since the beginning of his Amtrak career, Lee has proven to be a leader among his peers and, as such, he leads by example. His appearance is impeccable, he conducts himself in a professional yet courteous manner and he takes his responsibilities very seriously. His extraordinary organizational skills and extensive knowledge of the profession are always evident to customers, co-workers and supervisors.

As the lead conductor, Lee always ensures that his crews are thoroughly briefed and prepared for a safe expeditious trip. His goal is to provide his best professional service to make certain that passengers continue to make Amtrak their travel mode of choice. Despite this, Lee remains a humble person. Even when he saved the life of a stricken passenger, for example, he indicated that he did no more than any decent person would do.

David Lloyd

Lead Material Service Clerk, Philadelphia, Pa.

Since joining Amtrak on Oct. 15, 1979, David Lloyd has distinguished himself as a dependable and capable employee who is an asset to whatever organization he belongs. He is described as proactive and customer-oriented, always taking a great deal of pride in his work. He is not satisfied with just meeting goals; he makes it a practice to exceed expectations. He is respectful of co-workers, subordinates and supervisors, and all have acknowledged that he is just a wonderful guy with whom to work.

During close to 30 years of employment with Amtrak, Lloyd has held a series of positions within the Procurement and Material Control department. Hired as a station cleaner in 1979, his employment history progressed from inventory/material control clerk to lead material service clerk in the Reprographics/Mail Room at 30th Street Station in Philadelphia. Lloyd exemplifies the type of employee who should receive Amtrak's Sustained Excellence Award. Each of his past supervisors sings his praises and welcomes an opportunity to work with him in the future.

Amy Lo

Secretary I, Los Angeles, Calif.

Amy Lo started her career with Amtrak on April 7, 1992, as a clerk in the Mechanical department and has progressed to a Secretary I in the Operations department in Los Angeles.

Hailed as a "fine employee" by Operations Superintendent Michael Chandler, Lo's work ethic and positive attitude are above reproach. Her title does little to convey her ability and willingness to teach, mentor and organize her co-workers in the Road Operations group. She is on a first-name basis with every manager, supervisor and employee and well respected by vendors and federal agency representatives.

Lo's dedication to Amtrak exceeds expectations. She is instrumental in keeping the managers on track, ensuring that new hires are supplied with information, and monitoring budgets to keep expenses in check.

Joseph LoPresti

Human Resources Specialist, Los Angeles, Calif.

Joseph F. LoPresti began his Amtrak career on June 18, 1986. Working his way from the extraboard to the Western Reservations Sales Office — where he was the 1991 Agent of the Year — to his current position as a Human Resources specialist, his 23-year career has been marked by exceptional performance. He strives to be the best, and maintains a willingness to learn what is required to assist employees and passengers.

LoPresti's overall job performance is described as excellent, friendly, professional and dependable. He supports several thousand employees on the West Coast, performing a wide array of human resources functions.

Reservations Manager Gerald Powell, who has known LoPresti for 18 years, said, "Joe is a great employee and mentor. He always gives 110 percent."

Mary Ann Lorimer

Director, Public Affairs and Administration, Amtrak Police Department, Philadelphia, Pa.

Mary Ann Lorimer has been an Amtrak employee since July 30, 1979, progressing from clerk to secretary, administrator, project manager, director of Security and Safety and currently director, Public Affairs and Administration for the Amtrak Police Department where her exceptional performance has had a positive impact on the department's activities.

Lorimer's overall job performance has been described by co-workers as loyal and consistent. She currently supervises two employees and is known to arrive early, stay late and work weekends to accommodate unexpected police business. She was instrumental in the development and distribution of several publications, including "A Guide to Protecting Yourself on the Job," bomb threat instructional place cards, "Discover a Career in Law Enforcement," employee watch program brochures and "See Something, Say Something" brochures and posters. She has also been active in the development of on-board train announcements regarding safety and security of passengers.

Milton F. Lundy

Assistant Superintendent, NEC Operations, Washington, D.C.

Milton F. Lundy began his career on July 11, 1984, as an *Auto Train* attendant, progressing through several jobs before assuming his current role as assistant superintendent, NEC Service Operations. Because of his superior work ethic, he has gained the respect and admiration of employees at all levels. He is committed to employee development, employee safety and customer service.

Consistently performing at a high level, Lundy is a role model for new employees, ready to groom them for success in their current positions while preparing them to move upward in the company.

Lundy was a key member of the NEC Customer Service Project, which generated additional revenue of \$2 million to \$4 million. Working closely with NEC Service Operations Superintendent Lenore Slimbock, he reviews, prepares and monitors labor and other costs; maintains workforce levels to reduce overtime while ensuring adequate staffing for *Acela Express* and *Northeast Regional* trains; shares information to ensure that his entire team is part of the process, and constantly promotes recognition of his employees.

John J. McCann Jr.

Stenographer/Clerk, Philadelphia, Pa.

John McCann, Jr. began his career with Amtrak on July 21, 1976.

McCann is considered an "ambassador" because of the manner in which he diplomatically and skillfully manages the Engineering department's track usage requirements. He handles track usage requirements in a professional and reliable manner on a daily basis, presenting it in a fashion that does not result in conflicts. His collaborative efforts ensure that the Engineering and Transportation departments are communicating clearly with one another, negotiating work schedules and outages that minimize train delays, and improve on-time performance.

McCann is highly regarded across both Engineering and Transportation for his honest, trustworthy and conscientious evaluations in resolving conflicts between Operations, Maintenance and Construction's objectives and

goals. His efforts contributed to a reduction in Engineering-related train delays and improvement in Transportation's on-time-performance goals. These contributions have a direct impact on passengers and the communities Amtrak serves.

Gerald D. "Jerry" McDonald

Principal Engineer – Overhaul, Philadelphia, Pa.

Gerald "Jerry" McDonald began his career with Amtrak on Nov. 26, 1979, as a coach cleaner. Over the next 23 years, he progressed through the ranks, improving and upgrading his technical skills. McDonald has held an assortment of jobs (electrician, ARASA foreman, locomotive technician, foreman, general foreman, director equipment maintenance locomotive and field engineer HSR HHP), and on Feb. 2, 2005, he was promoted to his current position. Throughout his career, he has always been ready to listen to new ideas, encouraging others to participate and coming up with the best solutions.

At a time when trainsets were suffering from sudden pantograph failure, which resulted in delays and dissatisfaction among passengers, McDonald worked with the manufacturer to employ a copper tube solution that worked well until corrosion caused new failures. He then worked with the manufacturer again to use heavy plastic tubing. As a result, delays related to pantograph issues decreased from 52 in 2006 to seven in 2008. The reduction in the number of incidents means an increase in on-time performance and fewer repairs that need to be made to the pantographs.

Geneva F. "Ginger" McLeod

Operations Supervisor, Lorton, Va.

Geneva "Ginger" McLeod began her Amtrak career on May 7, 1986, and quickly established a reputation as very capable and professional. With a consistently optimistic attitude and approach to problem solving, she sets the tone for excellent customer service. Her positive influence is contagious to all those around her. Everyone who has worked with, and for her agree that she is a good supervisor, a wonderful co-worker and an overall excellent employee.

During the 23 years of McLeod's employment with Amtrak, she has held a series of positions. Hired on as an *Auto Train* Attendant in 1986, she rose to OBS chief, administrative chief, product line supervisor and, currently, operations supervisor.

Supervisors past and present describe McLeod as knowledgeable, fair, patient and diplomatic — all wonderful attributes for an employee who comes in contact with passengers every day. She improves service quality with her superb communication skills and employee coaching. She consistently seeks compromises to find resolutions to difficulties with the best possible outcome for all involved.

Anne A. Merritt

Senior Analyst, Capital, Oakland, Calif.

Anne A. Merritt joined Amtrak on Aug. 16, 2002. In her current role, her due diligence and persistence have resulted in Finance's increased cash flow from the PCS Caltrain Commuter, Caltrans, North County Transit District and other reimbursable projects.

One of her major successes was reducing PCS Caltrain's debt and reducing collections over 60-days to nearly zero for many accounting months, a result of her excellent collection practices and accounting skills. Her working relationship with PCS Caltrain prompted that agency's finance staff to consolidate its accounts receivable and collections procedures to be consistent with Amtrak's corporate systems.

"Because of Anne's efforts, the PCS Caltrain finance staff is able to provide clear and concise explanations required for outstanding accounts receivables," according to Alana V. Wong, senior analyst.

Nancy J. Miller

Director, Costing and Financial Control, Philadelphia, Pa.

Nancy J. Miller began her Amtrak career on April 8, 1996, as a financial analyst. She has become known for exhibiting a high level of professionalism and quickly considered as the go-to person within the Finance department.

"Nancy has a very positive outlook on her job and is constantly seeking ways to improve Amtrak's financial position. Her work is outstanding and her integrity and character are of the highest quality," said William Auve,

assistant controller, Capital and Costing. "Nancy is the one to seek advice on cost allocation calculations. She is the expert relating to Amtrak costs and expenses."

Miller's costs and overhead work enables Amtrak to recover millions of dollars annually from states and commuter agencies. Amtrak access fees for commuter operation on the NEC, which total more than \$70 million annually, are developed by Miller.

Sherman Mitchell Sr.

Ticket Agent (Ret.), Jacksonville, Fla.

Starting out as a reservations and information agent in 1979, Sherman Mitchell recently retired from Amtrak as a Jacksonville, Fla. ticket agent.

For three decades, Mitchell worked telephones, handled baggage, sold tickets, and performed station accounting. In every job, he dealt with the public without a single complaint, a ringing testament to his extraordinary professionalism.

"I have observed Sherman use his customer service skills with passion and professionalism. He had a great attitude and strived to make the customers' experience one to remember," said District Manager, Stations Marian Fordham.

Mitchell W. Moore

Assistant Division Engineer, Philadelphia, Pa.

Mitchell W. Moore began his career at Amtrak on Sept. 1, 1978, as a trackman before progressing through a number of promotions within the Engineering department, including foreman, track supervisor, project engineer, field operations manager and program director. Highly personable and results-oriented, Moore reached a number of significant accomplishments in his 30-year career, including multiple Chief Engineer's Awards for safety, an outstanding supervisor award and the best assistant division engineer award for overall performance.

In his current position, Moore is responsible for managing the day-to-day operation for maintenance, construction and inspections of Amtrak's right of way, which includes 251 miles of main line track, 447 miles of yards and sidings and more than 400 switches. He is also responsible for safety implementation, vehicle maintenance and financial practices for more than 100 employees. In the course of his duties, Moore has improved the production of the System Production gangs and the division maintenance programs. Under his leadership, the Philadelphia subdivision achieved its best performance ever.

Kyong Y. "Parkie" Park

Coach Cleaner, New York, N.Y.

Kyong Y. "Parkie" Park has been a coach cleaner in the Sunnyside Yard, N.Y., location since May 5, 1988. Throughout his 21-year career, he has shown commitment and loyalty to his craft. He can always be counted on to do his very best with very little supervision or instruction.

No matter the circumstances, Park is ready, willing and able to perform a number of tasks. His exceptional attention to detail is a major factor in improved Customer Service Index scores. The foremen at Sunnyside Yard never worry about train delays on the cleaning side as long as Park is available, because they know his effort is always 100 percent.

The entire coach cleaning department loves Park because of his positive energy and stellar performance.

Alan B. Phillips

Carman Welder, Washington, D.C.

Hired on Sept. 1, 1984, Alan B. Phillips is known as the "Man of Steel" for his uncanny ability to showcase Old World craftsmanship and fabricate unique parts on demand. Phillips combines this talent with the ability to work safely in some of the most hazardous railroad environments imaginable. Also working as a wreck master, it is his telephone that rings in the event of a train derailment.

While he is not in a traditional leadership role, Phillips' work as a wreck master enables him to lead by example. For several years, he instructed derail gangs on the best ways to safely re-rail equipment. Employees and managers alike follow him into emergency response situations because he has proven time and time again that he is the right man for the tough jobs. He continuously trains new hires to work safely and to take pride in the

work they perform. He helps others without being asked and doesn't mind getting dirty.

Donald A. Reilly

Manager, Standards and Compliance, Wilmington, Del.

Donald A. Reilly began his employment with Amtrak on Feb. 24, 1976, as an electrician before assuming a number of other positions, including, sheet metal worker, pipefitter and tinsmith. In January 2007, he was promoted to his current position. Reilly is recognized as a person of expertise and a very hard worker.

"Don is not afraid to take anything on," said Mark Murphy, a former supervisor. "In fact, Don welcomes all challenges."

Excelling in every position he has held, Reilly is professional, personable and tenacious. He always reaches for the best in himself and those with whom he works. He was instrumental in revising the specifications for on-board pest control treatments. He also facilitated the restroom cleanliness and odor audits on Amtrak's trains, thus helping improve the Customer Satisfaction Index (CSI) scores.

Harold Dean Richie

Train Attendant, Jacksonville, Fla.

Harold Dean Richie began his Amtrak career on June 8, 1985. As a train attendant, his work ethic is outstanding, as he consistently arrives early for all job assignments. Once on duty, he stays alert for train announcements and keeps his passengers informed of their location, delays or train stoppages. His attentiveness lessens the possibility of passengers missing their destination, thus enabling the company to save money on taxi cabs fees, meals and hotel accommodations.

According to Trainmaster Israel Stallings, "Dean is a self-starter, an employee who doesn't require monitoring. He's a dedicated, dependable train attendant who we can count on."

Time and experience on the job have enabled Richie to sharpen his customer service skills. He provides special accommodations to the elderly and those with disabilities, making sure they are seated safely and comfortably. To reduce their chances of a slip or fall, Richie often fills their food orders and delivers the food to their seats. In addition, his demeanor disarms even the most difficult passengers, with potential confrontations ending in a positive fashion. Throughout the trip, he remains readily accessible and visible to his passengers.

Melvin E. "Buddy" Rodgers Jr.

Engineer, Lorton, Va.

Engineer Melvin E. "Buddy" Rodgers began his career with Amtrak on July 19, 1984, with the *Auto Train* service. Over the 25 years that he has held this position, he has maintained a reputation as a skilled engineer who consistently performs at a high level.

Experience on the *Auto Train* place Rodgers' knowledge of the equipment a cut above others, which he has used to minimized delays when problems occur. His colleagues marvel at his skill in handling a train that employs a direct release braking system, and how that skill best ensures a smooth and safe ride on a train that often stretches more than 40 cars. Accordingly, Rodgers has trained and mentored many new engineers, leading by example and showing them the right way to operate a train.

As one co-worker put it, "He's seen it all and nothing rattles him. If there is a problem, Buddy is the one that you want up front. If you are working, you want him by your side."

Charles B. Roebuck III

On-Board Services Manager, Los Angeles, Calif.

Charles B. Roebuck III started his career with Amtrak on May 28, 1980, as a service attendant. Over the course of 29 years, Charles has assumed such positions as lead service attendant, OBS chief, steward, crew base supervisor and product line supervisor. He currently holds the position of Manager, OBS. The common theme throughout his career at Amtrak is his consistently high level of performance.

The positive customer service atmosphere that Roebuck has created is evident in his team's willingness to provide a positive experience for Amtrak passengers. He supports his focus on customer service with additional training for his OBS crew as well as a monthly "Chief's Corner" newsletter, which enables him to keep his employees informed of safety issues, company policies and team member updates.

Operations Supervisor Bernadette Coles said, "Mr. Roebuck creates a work environment that elevates the morale of his employees in such a

manner that it exudes within them as they go out and extend their work ethic to our customers, thus creating a domino effect."

Yong A. "Ha" Roop

Coach Cleaner, Lorton, Va.

Yong A. "Ha" Roop began her Amtrak on July 14, 1993. As a coach cleaner on the *Auto Train*, she has been described as "excellent, outstanding in all aspects of her duties."

The *Auto Train's* cleanliness offers the first impression of the equipment that is essential in providing a good travel experience for passengers, media, and members of Congress. Roop's accomplishments go a long way in enabling the *Auto Train* to make a favorable first impression.

She has risen to the occasion many times when late trains have required that she complete her cleaning duties in a shorter timeframe to maintain on-time performance. In addition, she has taken on the extensive task of cleaning the crew car in Lorton, establishing a significant improvement.

Dianne V. Ross

Program Manager, Uniforms Program, Washington, D.C.

Dianne V. Ross started her Amtrak career on July 31, 1974, as a statistical clerk and she now holds the position of program manager, Uniforms Program. Over a number of positions throughout her 35-year career, Ross has demonstrated superlative performance and dedication.

Dianne has shown excellent performance and dedication to Amtrak since the start of her career in 1974. Currently, Ross is responsible for keeping approximately 5,500 employees properly outfitted and compliant with uniform standards. Her job entails providing guidance to 53 uniform coordinators across the company, taking part in new hire training and motivating them to convey a proper image to passengers.

According to Senior Budget Analyst Vijayalakshmi Iyer, "It takes determination and a fabulous attitude to come to the same job every day for so many years and provide a sustained and superlative performance year after year."

Roy T. Runkles

Foreman III, Washington, D.C.

Roy T. Runkles joined Amtrak on Sept. 1, 1984, as a foreman II before being promoted to foreman III on April 14, 2004. Throughout his career, Runkles has demonstrated diligence in problem solving, performing consistently better than expectations. He is well respected for his proactive attitude and skill level when dealing with internal or external stakeholders. He is often recognized for his quality performance and productivity, his knowledge of the tasks at hand and his professional manner.

Through his own conscientious efforts, Runkle excels by ensuring proper lines of communication are open between FDA supervisors and environmental and safety representatives to reduce potential hazards and injuries. Over the years, he has built strong relationships with various managers to ensure an injury-free work zone.

In addition, Runkles does an excellent job of managing and overseeing projects for the division, including negotiating the best prices for Amfleet or locomotive equipment parts.

Robert L. Ryan

Train Control Engineer, Wilmington, Del.

Robert L. Ryan began his Amtrak career on Feb. 24, 1976. In his more than 30 years as a railroader, he has worked as an electrician, electrician inspector, shop technician and foreman III. Ryan is the expert in ACSES, the Advanced Civil Speed Enforcement System. Coincidentally, the ACSES acronym truly defines him — achiever, challenger of others to be the best they can be, superior mentor, excellent employee, shares his knowledge.

In November 2007, Amtrak leased six P-40 locomotives to the Connecticut Department of Transportation. Because these locomotives were going to operate on the NEC, they had to be outfitted with ACSES, and Ryan was tasked with these installations. Yet, because the schematics on file were outdated, Ryan updated the drawings, enabling the shop technicians to work with current plans. Ryan also played a key role in the installation of cameras on the locomotives.

Ryan is also a positive role model, leading by example and developing and enhancing the abilities of others. He believes in the old adage, "You can give a man a fish and he'll eat for a day; teach the man to fish and he'll eat for a lifetime."

Astrid J. Schnettini-Rodriguez*Lead Ticket Agent, Kissimmee, Fla.*

Astrid J. Schnettini-Rodriguez began her Amtrak career on June 25, 1990, as an extra-board ticket clerk in New York; she is currently the lead ticket agent in Kissimmee, Fla., and responsible for the day-to-day operation of the station.

Very proactive in maintaining the station facilities and appearance, last year Schnettini-Rodriguez oversaw a renovation project that included interior and exterior painting and repairing the station floors and restrooms.

According to District Manager, Stations Gessner Canadiate, "Astrid continuously performs her duties beyond expectations. As station agent at the Kissimmee station, she has demonstrated excellent leadership skill, knowledge and diligence. She approaches her duties with the customer in mind."

Roger S. Seitzinger*Director, Web Design and Production, Washington, D.C.*

Roger S. Seitzinger joined Amtrak as director, Web Design and Production on Nov. 5, 2001. During the past eight years, Roger has provided the vision for the Amtrak.com site as it grew into one of the largest travel reservation sites on the Internet with sales of nearly \$1 billion. He achieved this growth by continually adding valuable functionality for customers, through partnerships with third-party vendors and internal innovation.

Seitzinger manages Web site content and development with a staff that is about a third the size of those at companies that have Web sites with comparable traffic. The creative aspects of design and development are typically high stress, but Roger's casual, low-key management style allows his staff to excel. He has been described as a player/coach who leads by example, possessing a rare talent for managing people that is both "hands-on" and "hands-off." His direct reports see him as "hands-off" and feel that he allows them the freedom to be creative without much intervention or oversight. His managers see him as "hands-on" because he has the capability to act on seemingly any problem that shows up on the Web site.

Lawrence A. Shimko*Sleeping Car Attendant, Lorton, Va.*

Lawrence A. Shimko has been a sleeping car attendant on the *Auto Train* since March 25, 1999, and is described as an excellent employee who is very attentive to his passengers, while being extremely safety conscious throughout his daily activities. He consistently provides the highest level of service, which is recognized and well appreciated by passengers who regularly request Shimko in order to ride with him.

In addition to top-notch service, Shimko also strives to provide the utmost in customer safety. As a charter member of the Crew #1 Safety Team, he consistently participates in walkabout and safety evaluations.

Shimko consistently arrives early at his Lorton, Va., work site from his home in Pennsylvania to inspect his car for any mechanical issues, and to check his coffee area and the dining car to make sure everything is set up properly long before passengers arrive. This allows him to focus all of his attention on their needs once they are on board, rather than being distracted by side issues related to faulty equipment or lack of supplies.

James F. Simpson*Chief, Inspections and Evaluations, Office of the Inspector General, Washington, D.C.*

James F. Simpson joined Amtrak as an analyst on May 25, 1973. From the very beginning, Simpson was recognized as "the kind of talent required at Amtrak for future years," and after more than 35 years, that assessment has withstood the test of time. Demonstrating excellent overall job performance, Simpson has worked in a number of departments, including Operations, Planning, Passenger Services and the Office of the Inspector General. Currently, he manages a team that has produced exceptional program evaluations that have led to significant positive change at Amtrak.

In a recent study, Simpson benchmarked public funding provided to European railroads. This evaluation was in response to several comments made during congressional hearings questioning why Amtrak required so much government subsidy when some European railroads were able to make a profit. The study revealed that, although some European train operating companies may report a profit, it is generated directly or indirectly from public funds provided to the passenger railroad system by European governments. In most cases, the funding was higher than that received by Amtrak for comparable services. The results of this study were presented to Amtrak's board of directors and members of Congress.

Eugene Stewart*Carman, San Antonio, Texas*

Eugene Stewart began his Amtrak career on June 9, 1993. As one of seven mechanics at the small station in San Antonio, he maximizes his limited resources to ensure that the trains depart on time and in good repair. He performs these functions efficiently and safely — he has zero injuries in his 16 years with Amtrak.

As a Carman, Stewart often goes out of his way to ensure that his trains are in a state of good repair. When toilets on the *Texas Eagle* were not working properly, Stewart made it his mission to repair the toilets and, with a calm and caring voice, defuse agitated passengers. "He places the passengers first and goes beyond his job description to ensure that every passenger receives quality service," according to Operations Supervisor Burrell Parham.

Lead Electrician Marvin Martin agreed, adding that, "Whenever we have a problem on one of our trains, he is there to take care of it and he always does his best."

Edward H. "Eddie" White Jr.*Machinist Inspector, Washington, D.C.*

Edward H. "Eddie" White, Jr. began his career as machinist apprentice on Sept. 1, 1984. Since then, Eddie has become a lead machinist working in the commuter division at the Ivy City Facility in Washington, D.C. Throughout his career, he has constantly displayed a deep devotion for Amtrak and diesel locomotives.

According to General Foreman Michael Jefferson, "Eddie's job performance has been nothing short of stellar. He cares about the rolling stock of equipment that he so proudly maintains. Eddie will teach or mentors new and existing employees and brings a wealth of information to the team."

With an ability born of many years of troubleshooting both on Amtrak's locomotives and currently commuter service equipment, White never hesitates to get involved in finding solutions to problems. He will travel to remote locations to fix locomotives that have failed so that the locomotives can stay in service rather than being shopped. Eddie is well thought of and respected around the facility.

Susan A. White*Sales Distribution and Customer Service, Riverside, Calif.*

Susan A. White began her Amtrak career on Jan. 25, 1989. Since joining the company, she has delivered the same superior quality work for 20 years.

According to Reservations and Information Clerk Rita Pasillas, "Susan constantly shows a great spirit of enthusiasm, which has not waned through the years. She can always be found motivating and encouraging reservation agents to excel. Susan's job is to monitor the calls of reservation agents to ensure that the utmost quality service is provided to potential Amtrak customers. Susan tirelessly gives tips and pointers on how calls can be improved upon."

Operations Manager Gerald Powell, White's direct supervisor, agreed, "Susan does an outstanding job. The call center is known for great customer service largely in part to Susan's insistence that each and every caller be given the utmost care and courtesy."

Christopher Worley*Lead Service Attendant, Chicago, Ill.*

Hired on July 6, 1983, Christopher Worley is a rock-solid performer dedicated to running a great food service car and to making the *Texas Eagle's* Cross Country Café the staple of customer service. The 25-year veteran knows what it takes to provide superior customer service as demonstrated by his commitment, personal charisma and professional demeanor. Among those he works with, supervises, mentors or trains, Worley is a proven leader.

This commitment to customer service begins by working closely with his on-board chef to match commissary food supplies to customer manifests, often requiring him to make adjustments to ensure the proper amount of food aboard the *Texas Eagle*. This is followed by his professional and inviting passenger announcements, and his welcoming approach.

A fine example of his service excellence occurs when Worley is heard boasting about quality of the food. He cajoles passengers with alluring comments like, "Oh believe me, we have the best chef in the company with us today," or "Trust me, I guarantee you'll love this item." He has a gift for making passengers feel comfortable. This approach results in returning customers asking for him by name.

VALOR

James C. Lamb

Engineer, Shelby, Mont.

Shane E. Johnson

Conductor, Shelby, Mont.

Engineer James C. Lamb and Conductor Shane E. Johnson have been with Amtrak since June 13, 1993, and June 28, 2004, respectively.

In the summer of 2008, as their *Empire Builder* train pulled into the station at Malta, Mont., Lamb noticed something lying in the gauge of the track. As they drew closer, it became clear that it was an injured person.

With swift action, emergency medical services were notified, and Lamb and Johnson proceeded to attend to the injured trespasser. Both of the victim's legs were severed, causing massive hemorrhaging and loss of consciousness. Using a stick found along side the track and their trouser belts, Lamb and Johnson made tourniquets to stem the bleeding and continued to care for the victim until medical help arrived.

Norman W. Nicholson

Travel Clerk, Los Angeles, Calif.

Norman W. Nicholson began his career with Amtrak on Dec. 20, 1973, subsequently holding a number of positions, including ticket clerk, red cap and travel clerk. Yet, the everyday occurrences of those jobs paled in comparison to the events of Sept. 12, 2008, when the Metrolink train aboard which he was traveling home collided with a Union Pacific freight train in Chatsworth, Calif.

Described as the worst train accident in Metrolink history — resulting in 135 passenger injuries and 25 fatalities — the scene was a ghastly mix of fuel spillage, metal shrapnel and exposure, and charred jagged equipment edges.

Through the melée, Nicholson sufficiently composed himself to save the lives of several passengers, many of whom he has traveled with aboard the train for the past 16 years. Amidst the smoke, fire, and live electrical wires, he helped dozens of people by pulling them from the wreckage and placing them in a safe area. Yet the following Monday morning, his co-workers were not surprised to see him at work ready to go.

Calling Nicholson “an Amtrak ambassador on and off the clock,” Bus Operations Supervisor Juanita Jones said, “Norm had been blessed to only receive a few bumps and bruises; this is why he was able to help so many people to safety. He is truly deserving of the highest recognition for his acts of heroism.”

POSTHUMOUS

Steven Rychwalski

Dates of Employment – June 27, 2005 thru August 20, 2008

On August 20, 2008, the Amtrak signal family lost a bright, energetic young man at Carroll Interlocking. His name was Steve Rychwalski, a 22-year old signal maintainer who often boasted to his family and friends how proud he was to work for Amtrak. Steve graduated first in his class at the Lancaster Training School, which is no easy task. The Lancaster Signal School consists of four technical segments that teach signal employees how to trouble shoot, test and maintain the railroad. Once completed, signal employees are given the title of signal maintainer. As we look back on Steve's short career, we recognize his dedication to our craft and miss his enthusiasm. He was a great person to be around and we miss him in our Amtrak signal family.

PRESIDENT'S SAFETY CONTEST

At the conclusion of each fiscal year, the division with the lowest FRA-reportable injury ratio (number of FRA-reportable injuries for each 200,000 hours worked) in each of the three major operational groups is recognized for its achievement. The lowest ratio among commuter agencies is also recognized. This department-leading performance is a testament to an overall commitment to safety and reflective of an ongoing effort to reinforce safe behaviors and promote a safe work environment. The

groups below are winners of the FY '08 President's Safety Contest:

Engineering - Central Division	0.7 ratio
Mechanical - Mid-Atlantic Division	1.3 ratio
Transportation - Mid-Atlantic Division	1.6 ratio
Commuter Service - VRE	1.1 ratio

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Attention: Amtrak Customer Service Representative
1520 Albany Place, S.E.
Orange City, Iowa 51041

This year's calendar features a stunning photo – taken by Amtrak employee Gary Pancavage – of a *Northeast Regional* train as it heads south at Croydon, Pa.

Amtrak is a registered service mark of the National Railroad Passenger Corporation.



Destination: Retirement Offers Customized Choices

As part of its effort to better recognize the service of both agreement and non-agreement employees, Amtrak has expanded its partnership with MTM Recognition to produce a new and improved retirement recognition program, beginning next month. Earlier this year, MTM was selected to provide service milestone awards for Amtrak employees.

Retirees will be honored at four different levels based on their total years of Amtrak service: up to nine years; 10 to 19 years; 20 to 29 years; and 30-plus years. Each retiree will have the opportunity to select from a variety of items, including historical symbolic awards, a historical plaque and expanded gift choices such as fine jewelry, crystal and customized awards.

Visit the new Web site at <http://awards.mtmrecognition.com/amtrakretirement>.

Employee Milestones

Congratulations to All of You!

20-Year Anniversary

October -
November 2009

ADAMS, ANTONIO
AFTOORA, AL
ANDERSON, SHARON
ANGRISANO, DAVID
ANTHONY, FATOU
ASSELIN, ROBERT
BARTOSHEVICH, JAMES
BEHAN, PATRICK
BELLOTTI, LOUIS
BELTON, IRVIN
BOLAND, MICHELE
BOLTON, JOHN
BONCY, ANTHONY
BREITENBACH, ROY
BROWN, ARTHUR
BUCKLEY, PAUL
BURGIN, EDWIN
BYERS, WILLIAM
CALICIOTTI, SAMUEL
CARRINGTON, KIRK
CASBORN, ALTON
CHAMBLISS, JERRY
CHANDLER, MICHAEL
CHARLES, RICHARD
CHENG, DALE
CONOWAY, WILLIAM
CRAMPHORN, EDWIN
CRICKS, WILLIAM
DEITZ, ALBERT
DOLAN, EDWARD
DOONAN, THOMAS
DUDEK, DANUTA
EDWARDS, JAMES
EWING, RIC
FARRELL, TIMOTHY

FILIPPOPOULOS, VASILIOS
FISHER, ALECIA
FLUKERS, DARRIEL
FOSTER, ESTHER
GARRIDO, HENRY
GILMER, GARY
GOLDSON, FRANCINE
GOLINSKI, BARBARA
HARRELL, JULIA
HARTWICK, ERNIE
HILL, LINDA
HOWARD, SHIRLEY
HUBBARD, CYNTHIA
HUMES, JOHN
HUMES, KENNETH
JOHNSON, GLENDEL
JUNGINGER, JEANNE
JUSTICE, ROBERT
KAYLER, JAMES
KECKI, WOJCIECH
KELLY, MARTHA
KLIS, JOLANTA
KNOWLTON, RODNEY
KORYZNA, ANDRZEJ
KOSSEK, ROBERT
KRUSHINSKI, WILLIAM
KUBIAK, RAYMOND
LA BOULIERE, DAVID
LA CASTO, CATHLEEN
LEE, ALICE
LIPANOVICH, MICHAEL
LUCAS, TOSHA
MASELEK, KRYSZYNA
MAZZARINO, GARY
MCBRIDE, JOHN
MCDADE, JOHN
MCDANIEL, GARY

MEEK, MICHAEL
MILASICH, LYNDA
MISTER, MACARTHUR
MORR, JAMES
MORRIS, MARC
MUHAMMAD, CALEB
NASH, DAWN
O'LENA, GRAZYNA
OLIVEIRA, BARBARA
OLIVER, LORNA
PENA, RODNEY
RAESIDE, JAMES
RAMIREZ, ROBERT
RATSAMAI, LINDA
REDDING, DAVID
REISENWITZ, JOHN
RIVERS, WAYNE
RODRIGUEZ, LESBIA
SANSONE, ANTHONY
SANTERRE, JOSEPH
SCARGALL, DAVID
SCHUSTER, JAMES
SILVA, FRANCES
SILVERSTEIN, RONALD
SINGUONGSA, THAENE
STELCEL, RAY
STEWART, ROY
STROBEL, KEITH
TALAY, JOSEPH
TAN, PETER
TERCZAK, ROBERT
TIMMER, CAMILLE
VAN DE STREEK, LUEREAN
VANSANT, GEORGE
VINCENT, FREDERICK
WALKER, ANTONIO
WASHINGTON, MELINDA

WATSON, JOSEPH
WHITE, ANTHONY
WHITLEY, DERRELL
WICKERSHAM, KATHLEEN
WIEMAN, JAMES
WILLIAMS, EARL
WILLIAMS, JOHN
WILLIAMS-RICE, JUDITH
WILSON, RONALD
WOJCIK, JAMES
WOLF, CLIFFORD
WONDERLIN, MARK
YOUNG, DAVID
ZANOTTI, ERIC

25-Year Anniversary

October -
November 2009

AHRENS, ROBERT
BALMER, JOHN
BANNAN, MICHAEL
BATES, JAMES
BENNETT, JACK
BOLAND, WILLIAM
BOMBARD, THOMAS
BREITMAIER, JOHN
BROOKS, THOMAS
COLLINS, MARK
COPELAND, ARTHUR
FLETCHER, KEVIN
FOX, CHRISTOPHER
GARCIA, TONY
GREENE, JUNE
HAMER, JOHNNY
HIGGINS, DANIEL
JACKSON, PAUL
LATIMER, WISE
LEBLANC, LAWRENCE

MAYHUE, OFELIA
MULLEN, BRIAN
MURPHY, NORMAN
PELLETIER, ROBERT
PLYMALE, MARK
POOLE, THERESA
PROULX, ROBERT
RYAN, CATHY
SAGAR, RICHARD
SAUNDERS, LOUISE
SINGER, MARK
SLATER, STANLEY
STOLNIS, RICHARD
TALBOTT, FRANK
THOMAS, PETER
TRUCK, JUDITH
VOZZELLA, ERNEST
WARD, LEWIS
WARNER, LAWRENCE
WATSON, CRAIG
WIEGEL, JEFFREY

30-Year Anniversary

October -
November 2009

ABBOTT, DONALD
ALSTON, EARL
BAILEY, CARY
BAK, DONALD
BATES, RILEY
BERTI, VICTOR
BOCOCK, JEFFERY
BOSSINGHAM, DONALD
BROWN, DAVID
BROWN, GEORGE
CERVANTES, ALFONSO
CROFT, BARRY
DRAKE, THOMAS

DUVIGNEAUD, ROBERT
 ELLIS, JOHN
 FOX, RUSSELL
 FOX, STEPHEN
 GAMBREL, BRYAN
 GEORGE, GARY
 GRAY, THOMAS
 GREENE, WALTER
 HAMMOND, ROSS
 HARPER, BILLY
 HARTLEY, DUANE
 HAYES, JAMES
 HAYGOOD, THOMAS
 HEMESATH, SCOTT
 HENDRIX, GAIL
 JAYROE, STEVEN
 JOHNSON, FREDERICK
 JUDEFIND, WILLIAM
 KEYES, PAMELA
 KISH, KEITH
 KOEBEL, KENNETH
 KUZMINSKI, EDWARD
 LEATHERS, THOMAS
 LECONA, SALVADOR
 LENTO, CHRISTOPHER
 LLOYD, DAVID
 LOWE, NICHOLAS
 LUNDEVICK, PATRICIA

MACMAHON, MICHAEL
 MAZEWSKI, SUSAN
 MCDONALD, GERALD
 MCDOWELL, TIMOTHY
 MCGOWEN, FRED
 MCKIERNAN, MATTHEW
 MCKIM, RONALD
 MEDINA, CARLOS
 MICHNIEWICZ, EDWARD
 MITCHELL, EDWARD
 MITCHELL, JOANNE
 NICKERSON, LAWRENCE
 O'CONNELL, RAYMOND
 PEDERSEN, GLENN
 RAILA, JOHN
 REMEIKA, KENNETH
 ROLNIAK, JOHN
 RUCKER, WILLIAM
 RYBAK, JOSEPH
 SHARPLESS, SUSAN
 SHIRER, RUSSELL
 SMART, FRANK
 STENNIS, GREGORY
 STEWARD, JAMES
 SWAIN, DAVID

THARP, GARY
 TIPTON, WILLIAM
 TOLLIVER, KEITH
 TRAVIS, MARK
 TRENT, ROBERT
 VALDEZ, FRANCISCO
 VIETRI, ALBERT
 VOLKAR, FRANK
 VON ESSEN, CARL
 WILLNECKER, RICHARD
 WINTER, JAMES
 WYCKOFF, DANIEL

35-Year Anniversary October - November 2009

ALLEYNE, NICHOLAS
 DAVENPORT, LINDA
 MOLLER, DEBORAH
 REEDER, KENNETH
 SCALA, ALBERT
 SISTRUNK, GLORIA
 STRONG, CHARLES

Retirees September - October 2009

ALBERT, AL
 BAEZ, LILLIAN

BENNETT, GLENN
 BERNAL, ANICETO
 BOATWRIGHT, GEORGE
 BROWN, WESLEY
 BROWNLEE, STEVIE
 BUDRA, RONALD
 CAROTENUTO, ROBERT
 CLARKE, RAYMOND
 CONTI, ROBERT
 DICKEY, DAVID
 D'ORTO, MICHAEL
 ERFORD, GARY
 FORERO, GEORGE
 GALUSHA, KENNETH
 GOBLE, MARTHA
 GOODWIN, WADE
 GOSSARD, STEPHEN
 GROVER, MARIA
 HOPKINS, ROBERT
 HUNZIKER, SCOTT
 JANUSHKOWSKY, LELA
 KAPKIN, ROBERT
 KARA, JOHN
 KOPPELMAN, HENRY
 MCINTIRE, ROBERT
 NALL, THOMAS
 NEGRETE, RUBEN

O'BRYANT, OLIVER
 PETERSON, ELIZABETH
 PEWDO, EDWARD
 PIERCE, ALVIN
 PIERRE-ANTOINE, MICHAEL
 PIXLEY, ROBERT
 RABBITT, MARTIN
 RIVERA, ANDREA
 SOKOLOSKY, PETER
 ST LAURENT, ROGER
 SUTTON, MARIANNE
 TANA, ANTHONY
 TINMAN, JAMES
 TODD, LYNN
 TSUJI, MICHAEL
 TURNER, JOSEPH
 WALKER, JOHNNIE
 WARD, OZELMAY
 WHITCRAFT, BARRY
 WHITE, LARRY
 WILLIS, PATRICIA
 WILSON, ARGYNELLA
 WINELAND, ROBERT
 WISELEY, EDWARD
 XAYSANASONGKHAM, SOMPHET

Strategic Guidance

continued from page 3

Financial performance will be improved by ensuring that capital funds are invested in projects that return value and sustain the infrastructure, while operating funds will be spent efficiently to return maximum benefit for the lowest costs, consistent with efforts to attract customers and develop new business.

To meet national needs, Amtrak will maintain its agreements with the Federal Emergency Management Agency and the Department of Defense for disaster relief and troop transport.

Success toward these goals will be measured by nine Key Performance Indicators, including cost and revenue per

available seat mile, cost recovery, passenger miles per core employee, the safety ratio, Customer Service Index scores, host rail-road performance, on-time performance and ridership growth. ■



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Amtrak, Metrolink Move Toward Final Agreement

Amtrak and the Southern California Regional Rail Authority (SCRRA) reached a tentative agreement recently that calls for Amtrak to provide train engineers and conductors for the Metrolink commuter service, which serves an average of 43,000 riders every weekday in the Los Angeles area.

Under the terms of the Memorandum of Understanding, which is dated Oct. 23, Amtrak would provide engineers and conductors as well as a management team to handle day-to-day operations for Metrolink trains commencing July 1, 2010. The initial term would be for four years with an option to renew for two additional three-year terms. A final agreement is expected by Dec. 31, 2009.

“Amtrak and its employees appreciate the confidence and trust Metrolink has placed in us to provide their passengers the highest standards of safety, efficiency and reliability,” said Amtrak President and CEO Joe Boardman.

According to a SCRRA board agenda, the board chose to pursue a sole-source procurement process with Amtrak because it recognizes that Amtrak “provides a depth of relevant experience and of management support for Metrolink operations that is unique in the current passenger rail environment.” Amtrak had operated



Metrolink under a previous contract from 1992 to June 2005.

SCRRA officials stated that the switch to Amtrak will enable them to better focus on implementing new safety measures. “All of the agency’s decisions are being driven by our steadfast commitment to exceptional public safety,” said SCRRA Board Vice Chairman Richard Katz in an Aug. 28 statement released by Metrolink.

In a Special Employee Advisory, Boardman cited Amtrak’s depth of experience and expert knowledge which makes it the right choice in an increasingly competitive industry. He noted that the opportunities made available through stimulus funds and extraordinary support for passenger rail also serve as openings for others looking to enter the U.S. passenger rail market. Last month, Boardman released the company’s 2009 Strategic Guidance, which in conjunction with Amtrak’s Five Year Financial Plan, outlines Amtrak’s strategy for pursuing a growth-oriented mission and for better positioning Amtrak to be the provider of choice.

In 1991, Los Angeles, Orange, Riverside, San Bernardino and Ventura counties formed SCRRA to develop Metrolink, which operates over seven routes through a six-county, 512-mile network. ■



AMTRAK®

ink

A Monthly Publication for and by Amtrak Employees
Volume 15 • Issue 1 • January 2010

**Capital Program
Serves Up Full Plate
of Engineering
Projects**

**APD/Security
Broadens Reach
With Strategic
Alliances**

**Amtrak FY '10
Appropriations
Signed into Law**

Amtrak Police Officer Alissa Caccioli and her partner, Eva, are part of the growing K-9 force that plays a vital role in rail security.



Train of Thought

This is going to be a very busy year for us, as we continue to make enduring investments and take steps to capitalize on the opportunities made possible through unprecedented federal and state support for more passenger rail service.

So far, we have awarded contracts for nearly half of the \$1.3 billion we received as a result of the American Recovery and Reinvestment Act. With the ARRA money we're returning equipment to service, replacing bridges, and improving the accessibility of stations across the system, among many other things. At this point, we've created over 500 Amtrak jobs and another 300 jobs for the vendors we're working with.

As more projects reach the construction phase in the coming months, we'll be hiring more people. There's been a lot of talk in the media about whether stimulus funding is leading to real jobs. I can't speak for other entities, but I know that we're moving forward with our own projects and creating jobs. In fact, I've met some of the people we've hired. As I write this, Congress is considering a second jobs bill and Amtrak could receive another installment of funding. We have a lot of work to do and we certainly can put the funding to good use while helping steer the economy toward recovery.

We also expect to hear this month from the Federal Railroad Administration on grant awards to states for high-speed and passenger rail, using \$8 billion from the stimulus legislation. As I write this, we don't know what they will announce, but overall

we expect that investment in high-speed rail and passenger rail will benefit the Amtrak system. More specifically, we are leveraging our experience as the nation's only operator of high-speed trains, and to that end we're working closely with numerous states that have applied for the grants.

We aim to serve as the operator of new high-speed rail service. We bring knowledge, expertise, experience and capacity to our partnerships, and we're making investments that help position Amtrak as the provider of choice. But we cannot sit idly by — we must earn it in this increasingly competitive industry. We need to think about what we can do and what we need to do to get there, rather than what we can't do. We all need to think about growth, pursue opportunities and think in innovative ways to secure our leadership position in the industry. We also need to work on how we all relate to one another, internally and with our customers — whether they are passengers or state partners.

The FRA's announcement will be exciting and you'll be hearing more from me on our role in the coming weeks. In the meantime, thank you for all that you do and please work safely.



Joseph H. Boardman

Vol. 15, Issue 1, January 2010

Correction: The November-December 2009 issue of *Amtrak Ink* incorrectly reported that the Charles S. Luna Safety Achievement Award was established in 1990. The first Luna Award was presented to Foreman III Mike Reilly in 1989. We regret the error.

FPO FSC Logo (Horizontal)

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Amtrak FY '10 Appropriations Signed into Law

Amtrak's FY '10 appropriations bill, enacted into law on Dec. 16, 2009, contains \$1.565 billion in federal support for Amtrak. The bill is comprised of \$563 million in operating funds, \$594 million for capital, \$264 million for debt service and \$144 million for Americans with Disabilities Act compliance.

"Despite being less than our original \$1.8 billion request made through the Legislative and Grant process and authorized by the Passenger Rail Investment and Improvement Act, the \$1.5 billion represents the highest appropriation we've ever received," said Joe McHugh, vice president, Government Affairs and Corporate Communications. The legislation provided \$254 million less than the PRIIA authorization and Amtrak request.

The new law also includes a provision that requires Amtrak to implement pro-

cedures for the storage of firearms in checked baggage cars and at Amtrak stations that accept checked baggage, within one year of the bill's enactment.

"We'll work with TSA to develop an implementation plan that ensures safe procedures are in place when Amtrak begins to accept firearms in checked baggage by December 2010 as required," said Amtrak Police Chief John J. O'Connor. "Until then, the current policy, where all firearms, ammunition and other weapons aboard our trains are prohibited, remains in effect."

The legislation also provides \$2.5 billion for high-speed rail, intercity passenger rail and congestion grants. This funding is over and above the \$8 billion in the stimulus package slated by the Obama administration for high-speed rail.

At least 85 percent of the \$2.5 billion must be used for cooperative agreements

that lead to the development of entire segments or phases of intercity or high-speed rail corridors. Thirty million dollars is available to the Federal Railroad Administration for research and development of next-generation rolling stock and the PRIIA-authorized Rail Cooperative Research Program. Of the \$50 million set aside for planning, an unspecified portion is allocated to preparing a service development plan and environmental impact statements for high-speed corridors located in multiple states.

Also on the legislative front, Amtrak will be submitting its Legislative and Grant request for FY '11 on Feb. 15, including a comprehensive fleet plan. ■

Despite Historic Snowstorm, Amtrak Keeps Rolling

A severe snowstorm blanketed much of the East Coast over the weekend before Christmas, wreaking havoc on roads and airports, and leaving many travelers stranded. While some services experienced cancellations and delays, Amtrak remained operational during the storm, which dropped as much as two feet of snow in some areas.

"Despite challenges of our own, we still carried thousands of people to their destinations when others couldn't move," said President and CEO Joe Boardman. "We carried people home for the holidays while others were still digging out."

Boardman added that the continued operation in the face of harsh weather conditions is a testament to the strong commitment of Amtrak employees.

"There were employees who hadn't been home for days, while others battled the weather to make it to work," he said. "From Engineering crews to Mechanical employees to Station and On-Board Service personnel, their dedication was impressive. It's this type of experience, expertise, fortitude and dedication that makes Amtrak unique."



Amtrak Board Vice Chairman Donna McLean (C.) confers with Conductors Steve Smart (L.) and Ronnie Cowan on snow removal strategies during the December snowstorm.



Sheetmetal Worker Jamie Barnhouse clears ice and snow from the station platform at Washington Union Station.

Capital Program Serves Up Full Plate of Engineering Projects

Fiscal Year 2010 is shaping up to be a busy one for the Engineering department, as its current capital program outlines a number of maintenance and state-of-good-repair projects to improve train operations. The program, budgeted at nearly \$442 million, includes projects to upgrade tracks, structures, communications and signals, electric traction and fire and life safety capabilities. It also includes additional funds for Americans with Disabilities Act-related station projects and American Recovery and Reinvestment Act money for 112 additional projects.

“Our capital program incrementally progresses our state-of-good-repair program,” said Chief Engineer Frank Vacca. “It’s achievable and builds on the previous four years of Engineering progress.”

John Pielli, director, Track Maintenance and Compliance added that, “So far, we’ve experienced a safe and productive production season, meeting all of our major goals that focus on reducing unplanned delays due to infrastructure failures.” Pielli added that this focus has led to improved on-time performance and passenger comfort, especially as it relates to the concrete tie replacement efforts along the Northeast Corridor.

Track Work Makes Up More Than Half the Budget

In the meantime, more than half of Engineering’s budget — \$320 million in general capital and \$121 from other sources, including state partners — is dedicated to the tracks along the Northeast Corridor spine. This year, the department will replace 57 turnouts, including reconstructing nine interlockings and four control points; installing 210,000 concrete ties using the Track Laying Machine; cleaning 40 track miles of shoulder; surfacing 550 track miles; replacing 28 track miles of rail; installing 49,600 wood ties and timbers; and purchasing 25 pieces of maintenance-of-way equipment.

Movable Bridges Are Major Part of Structures Work

Nearly \$71 million is slated for several bridge projects along the NEC and the Michigan Line. Major bridge projects include the final design of movable bridge replacements for the Connecticut River Bridge and the Portal Bridge that runs across the Hackensack River between Kearny and Secaucus, N.J. The department’s movable bridge program also comprises plans to



Installation of nearly 50,000 wood ties and timbers is a significant part of Engineering’s FY ’10 capital program.

replace the pinion machinery on the Trail Creek Bridge on the Michigan Line and upgrade the control line and emergency backup engine on the Dock Bridge in Newark, N.J.

Additionally, 41 undergrade bridges will be improved, including pin rehabilitation on the St. Joseph River Bridge in Three Rivers, Mich., and arch upgrades on the Principio Creek Bridge in Maryland, as well as replacement of 924 bridge ties on 15 of the undergrade bridges.

\$35 Million Slated for C&S Projects

The major Communications and Signals projects involves replacing the Centralized Electrification and Traffic Control (CETC) system, which monitors train movement and the overhead electrical systems that power locomotives in the NEC, and moving the Philadelphia CETC to Wilmington, Del. Further installation of Positive Train Control to help prevent train-to-train collisions and derailments is also on the plate for the fiscal year. Other C&S work involves the ongoing project to replace Dock Interlocking, updating all radio equipment nationally to meet new FCC narrow band requirements by 2013, and installing a new control system at K Tower in Washington, D.C.

Electric Traction Capabilities Also Being Improved

Nearly \$30 million is slated to improve Electric Traction capabilities, including installing 39 HVAC units at various substations in the New England Division, renewing 50.5 miles of catenary hardware, installing new insulated signal power cable and upgrading the frequency converters to increase power generation at Metuchen, N.J., and upgrading 22 substations.

Construction Projects a Key Part of Mix

Budgeted at \$47 million, construction projects include catenary renewal on the Hell Gate Bridge in New York, infrastructure upgrades to the Rhode Island Department of Transportation’s county commuter service and upgrades to the Seattle Maintenance Facility. In the area of fire and life safety, Engineering will spend \$48 million on the First Avenue vent shaft construction project in New York.

Aggressive Plan in Place for ADA Compliance

For station ADA projects, Amtrak has budgeted \$144 million for this fiscal year. Included in the plan are 21 stations that will be enhanced and 115 schematic designs prepared to improve a portion of the remaining stations in the FY ’10 program for

continued on page 13

APD/Security Broadens Reach with Strategic Alliances

The attempted Christmas Day bombing aboard a Delta/NWA jetliner at the Detroit Metropolitan Airport underscores the importance of coordination and collaboration among law enforcement and transportation officials. With its partnerships among several agencies in the security community, Amtrak is employing cutting-edge strategies to extend the reach of its law enforcement activities.

Among the examples of these partnerships with its local, state and federal counterparts is the Amtrak Police and Security department's participation in the Visible Intermodal Prevention and Response Program (VIPR), the Joint Amtrak/TSA Screening program and the Northeast Corridor Coalition.

Working with the Transportation Security Administration, the department is supplementing existing security resources while providing a visible deterrent presence and improving detection capabilities.

"Enhancing the readiness of Amtrak, TSA and our law enforcement partners is part of our continuous effort to advance a collaborative security strategy," said Amtrak Police Chief John O'Connor. "TSA's VIPR activities with Amtrak demonstrate the capability to quickly implement random, unpredictable security enhancements throughout our passenger rail network."

Enhanced security measures and collaboration were of particular importance during the recent holiday period.

"As usual, travel during our holiday period proved to be the busiest time of the year at Amtrak. Here at New York's Penn Station there were no significant police related issues or passenger concerns," said Amtrak Police Sgt. Rosemarie Noll. "Our officers work side by side with the New York Police Department, New Jersey Transit, Metropolitan Transit Authority and the National Guard. We have a great team spirit of cooperation with our neighboring agencies."

The composition of the VIPR teams can vary based on specific local needs but could include, in addition to Amtrak Police officers, transportation security officers, behavior detection officers, bomb appraisal officers, K-9 teams and local and state police. O'Connor added that rail and mass transit passengers can expect to see this program expand to include not only the Northeast Corridor but also other parts of our nation's extensive public transportation system.

"This diverse range of assets enables VIPR teams to provide a robust and visible deterrent force in a flexible manner for regions

where the greatest concentration of people ride the train," O'Connor said. "Our law enforcement partners in these deployments represent first responder agencies that will protect and defend the railways during any type of emergency or potential threat."

In addition to the VIPR activities, Amtrak and TSA are also engaged in a joint baggage screening process similar to the screening procedures Amtrak introduced in early 2008. TSA officers work with members of the Amtrak Police Department at randomly selected stations in a manner that expands passenger protection by allowing for more screenings, more often and in more cities.

Before embarking on the Joint Passenger Screening Program, Police and Security provided training for TSA personnel that included an overview of Amtrak's security strategy, rail safety and the operation and maintenance of the Sabre 4000, the explosive material screening equipment used in this screening program.

Passengers are randomly selected for the screening, which initially involves swabbing the outside area of luggage to test for any potentially explosive substances. Passengers have the right to refuse to participate in the screening, but they will not be permitted to board the train and their ticket fare will be refunded. In the event of a positive screening result, passengers and their luggage are subject to further inspection. If the package is

deemed suspicious, the appropriate protocols are followed.

Amtrak also plays a vital role in the Northeast Corridor Coalition. Formed in 2005, the Northeast Corridor Coalition is a consortium of police and transit agencies whose focus is on improving security along the Amtrak rail line between New York and Washington, D.C. The coalition meets quarterly and includes representatives from Amtrak, Metropolitan (D.C.) Police Department, Washington Metropolitan Area Transit Authority, Baltimore City Police Department, Maryland Transportation Authority Police, Philadelphia Police Department, State of New Jersey Office of Homeland Security and Preparedness, and the state police from Delaware, New Jersey and Pennsylvania.

At the Coalition's meeting held last November, the member agencies were briefed on the latest trends and specifics on terrorism, including the case of Najibullah Zazi, who was arrested in September for allegedly testing homemade bombs styled after those used in the 2004 Madrid transit bombings. ■



Amtrak Police Chief John O'Connor (top L.) confers with NYPD Commissioner Raymond W. Kelly (C.) and the Northeast Corridor Coalition on collaborative security strategies at a Coalition meeting last November.

Acela Express Rebuild Initiative Progresses

Two projects that encompass an overall effort to refurbish equipment and improve customer service on *Acela Express* service are hitting significant milestones in FY '10.

To date, 12 trainsets have undergone the overhaul, with an aim to complete the job by November. The repair and renewal efforts include updating carpeting and curtains, repairing flooring in the café cars as needed and replacing all flooring in the First class galleys, performing a thorough cleaning to the restrooms and repainting the toilet shrouds, repairing the cars' interiors, painting the power cars, affixing new exterior decals and installing new door seals.

The refurbishment also includes installing leather seats in Business class; the first consist to feature all leather seats was put into service last February. Through a coordinated effort among Mechanical, Transportation, and Marketing and Product Development, the project is being performed at the Penn Coach Yard in Philadelphia, under the supervision of the Mechanical department's High Speed Rail group. Last March, this group completed the installation of leather seats in the First class cars.

"For passengers, the leather seating means improved cushioning and greater comfort, which translates into higher cus-

tomers satisfaction," said Dave Schramm, master mechanic, High Speed Rail. "For us, we can enjoy cost savings through longer seat life and lower maintenance costs. It's a win-win all around."

Concurrent with this initiative are plans for a new café car, the prototype of which is under construction.

"The success and popularity of the *Acela Express* service compelled us to look toward future growth by increasing space and revenue seating," said Principal Industrial Designer Duncan Copland. "The café car redesign enables us to address this important business objective."

Copland added that new passenger seats have been ordered and are due for delivery by early March. The seating area will include 27 new seats, a seat designated for the mobility-impaired, wheelchair space and a luggage tower. The food service end of the car will include an open floor layout to provide ample space for passengers waiting in line without disturbing passengers in the new revenue seating area at the opposite end of the car. A floor-to-ceiling partition will provide a



The exterior paint job and installation of leather seats in Business class on the Acela Express are part of an overall effort to refurbish equipment and improve customer service. To date, 12 trainsets have undergone the overhaul, with completion slated for this November.

visual and physical separation of the seating area of the car from the café section.

A new galley, condiment station and new bistro-style tables have been designed and are in development with an outside vendor. The current schedule puts delivery and installation of the first prototype toward the end of this month.

The first redesigned car is expected to be completed later this calendar year and the remaining sets expected to be phased in over three years to adequately maintain weekly service. ■

Improved Customer Service Aims to Drive Ticket Revenues *PRIIA Requires Increase in CSI Scores to 90 Percent by FY 2013*

As overall travel demand plateaus, it's likely that future ridership increases will depend largely on Amtrak's success in broadening its share of the market. Doing so, however, requires keen insight into what customers want and innovative ways to deliver on those desires.

Accordingly, Amtrak is combining the mandate outlined in the Passenger Railroad Investment and Improvement Act (PRIIA) Metrics and Standards Section 207 with the recent Transportation and Marketing and Product Development reorganization to further enhance customer service.

"The proposed metrics for PRIIA Section 207 require that we achieve an overall Customer Satisfaction Index (CSI) score

of 90 percent by Fiscal Year 2013, a significant challenge given that Amtrak has averaged between 80 percent and 82 percent for the last two years," said Emmett Fremaux, vice president, Marketing and Product Development. "The scope of improvements required to achieve a 90 percent CSI includes the entire travel experience, from reservations and ticketing to the boarding process to the on-train experience."

According to Fremaux, by reaching the 90 percent CSI threshold in FY '13 — a two-point increase each year — Amtrak will be positioned to deliver significant increases in ridership and ticket revenue as a result of increased trips from a more satisfied customer base and the reduction in lost trips

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Cross-Functional Process Team Flushing Toilet Problems

On any given day, Mechanical handles more than 20,000 gallons of waste per day — enough to fill 11 Olympic-sized pools each year.

Against this backdrop, keeping Amtrak's 4,800 mobile restrooms clean and toilets in working order every day is a significant task. It is directly tied to improving customer satisfaction, and has become a front-burner issue that is garnering executive-level attention.

To that end, a new cross-functional team, or Process Focus Team, led by Chief Mechanical Officer Mario Bergeron and consisting of representatives from Mechanical, Transportation, Marketing



Coach Cleaners Evalina Washington and Patricia Harris meet trains during scheduled station time and focus on trash removal and cosmetic cleaning.

and Product Development, Environmental Health and Safety, and Information Technology, is working to better address the reliability and cleanliness of the toilets owned and operated on Amtrak's passenger trains.

Based on the metrics established by the Passenger Rail Investment and Improvement Act (PRIIA) Section 207, the team is striving to improve Customer Service Index scores for on-board restroom cleanliness to 90 percent by FY '13.

"We've been able to lower the number of toilet incidents and corrective work orders by nearly 40 percent from FY '08 to FY '09," said Bergeron. "But, restroom cleanliness and odor remain a source of customer dissatisfaction and CSI scores in this area are significantly below our current 80 percent goal and our 90 percent FY '13 goal."

The current overall cleanliness and odor CSI scores are 48 percent and 49 percent, respectively.

Improving the restrooms is a vital business requirement, according to Doug Varn, chief, Program Development. "Failure to make reasonable progress toward the improvement targets in Section 207 could result in the withholding of appropriated funds designated for specific routes," he said. "And, in terms of customer satisfaction, this is as critical to our daily operations as on-time performance."

A key element of the plan to improve cleanliness includes Operation Clean Sweep, a toilet refreshing initiative for short-distance trains. Currently in an ongoing pilot phase in Washington, D.C., and Albany-Rensselaer, N.Y., the program requires coach cleaners to meet trains as they arrive in the terminal during the scheduled station time and focus on trash removal and cosmetic cleaning.

"Right now, employees are working overtime to implement this program in Washington," said Bergeron. "But we will assess the best way to move forward once we determine that this program makes a notable difference to our passengers. While this in-station attention to lavatory condition is expected to correct odor

issues and address their appearance, the toilets remain subject to constant passenger traffic and their cleanliness can erode with each instance of use."

A number of other initiatives are under consideration for Superliner equipment, including installing flush intensifiers, liquid separators and a Microphor® vacuum toilet with a macerator, the latter of which reduces waste line clogging and allows for quicker drainage of the holding tanks by grinding up a wide range of solid waste. In addition, Mechanical has just released new inspection standards to qualify vacuum systems at sea level to ensure that they operate successfully at high altitudes.

Aboard the single-level Amfleet equipment, Mechanical initiatives include cleaning the lower pan, and replacing faulty gaskets and dip tubes in the holding tanks. All Amfleet I cars have undergone these changes; all Amfleet II cars will be completed in FY '10. On the Viewliner equipment, Mechanical is installing new waste tanks and overhauling the dump valve microswitches. The Microphor vacuum toilet is being tested on the Horizon equipment.

The Restroom Process Focus Team is also accelerating implementation of Reliability Centered Maintenance, Planned Maintenance and Calendar Day inspection procedures for toilets. A similar effort for Heating Ventilation and Air Conditioning (HVAC) systems resulted in a 37 percent year-over-year reduction in minutes of Mechanical delay attributed to HVAC failures. "Doing the right maintenance the right way will keep our hardware working properly," said Bergeron.

While Mechanical procedures and technological modifications are essential

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Safety Ideas = Safety Success Across the Company

Amtrak's ability to operate passenger rail service to more than 500 destinations across the United States starts with each employee's commitment to safety in the workplace. But, this commitment extends beyond simply maintaining a minimal number of reportable injuries; rather it shows in how co-workers and managers preach, teach and practice safe behaviors each day. From the storehouse clerk in the warehouse to the Buildings and Bridges mechanic, the focus on safety is reflected in the ways they employ safety ideas and strategies.

The 400 employees in the Procurement and Material Management department have some ideas to contribute. The

group implemented safety practices from another department and took initiative of their own to maintain a safe workplace. Dave Herendeen, deputy logistics officer, Materials Management credits three initiatives as major contributors to the success of the department.



Photo: Rich Esposito

Storehouse Clerk Brent Keyser operates a forklift to load traction sand at the warehouse in Philadelphia. He is one of 400-plus employees in Procurement and Materials Management exhibiting safe behaviors.

"We've hosted workshops similar to the safety awareness and safety practices workshop conducted in Engineering; established an off-corridor safety committee, which resulted in an updated Materials Management Safety Rule Book; and instituted a monthly safety recognition program to celebrate employee efforts to work safely," he said.

Herendeen added that the Safe-2-Safer initiative will enhance the department's efforts.

"Each month, we have a safety luncheon where we recognize our safety accomplishments for the month," said Wayne Church, supervisor, Track, Material Control. "But, we do more than just eat lunch; we also talk through any safety issues and make corrections where necessary."



Photo: William Linberry

Bridge Construction Gang H-109 members, (L.-R.) Bridges and Buildings Foreman Michael Dewey, Structures Supervisor Ray Costanzo and B&B Mechanics Robert McLennan Jr., Thomas Ruff, Robert Stidham, Michael Bremer and Chris Pearson, all provide input to improve the department's safety behavior.

Through this type of safety discussion, Church's team took steps to replace faded exit signs and post no smoking signs near flammable materials.

Church added that safety leadership starts with job knowledge.

"We handle support for all of Engineering," said Church, who himself comes from an Engineering background. "All of my assistants come from Electric Traction, Communications and Signals, Bridges and Buildings or Track, so with the knowledge they've gained on the various pieces of equipment, we're able to provide adequate safety briefings to cover all hazards and answer all questions."

Covering all hazards is also a top priority for Engineering's Wilmington, Del.-based Bridge Construction Gang H-109, which has contributed to improvements on a number of bridge projects, including the Widner Kil, Stoney Point, Clipper Brook, Waterway and Lighthouse Creek Bridges in Albany, N.Y.

Often working in harsh weather or dangerous conditions, the team relies heavily on supervisor observation and coaching to maintain a safe working environment while placing less emphasis on safety numbers.

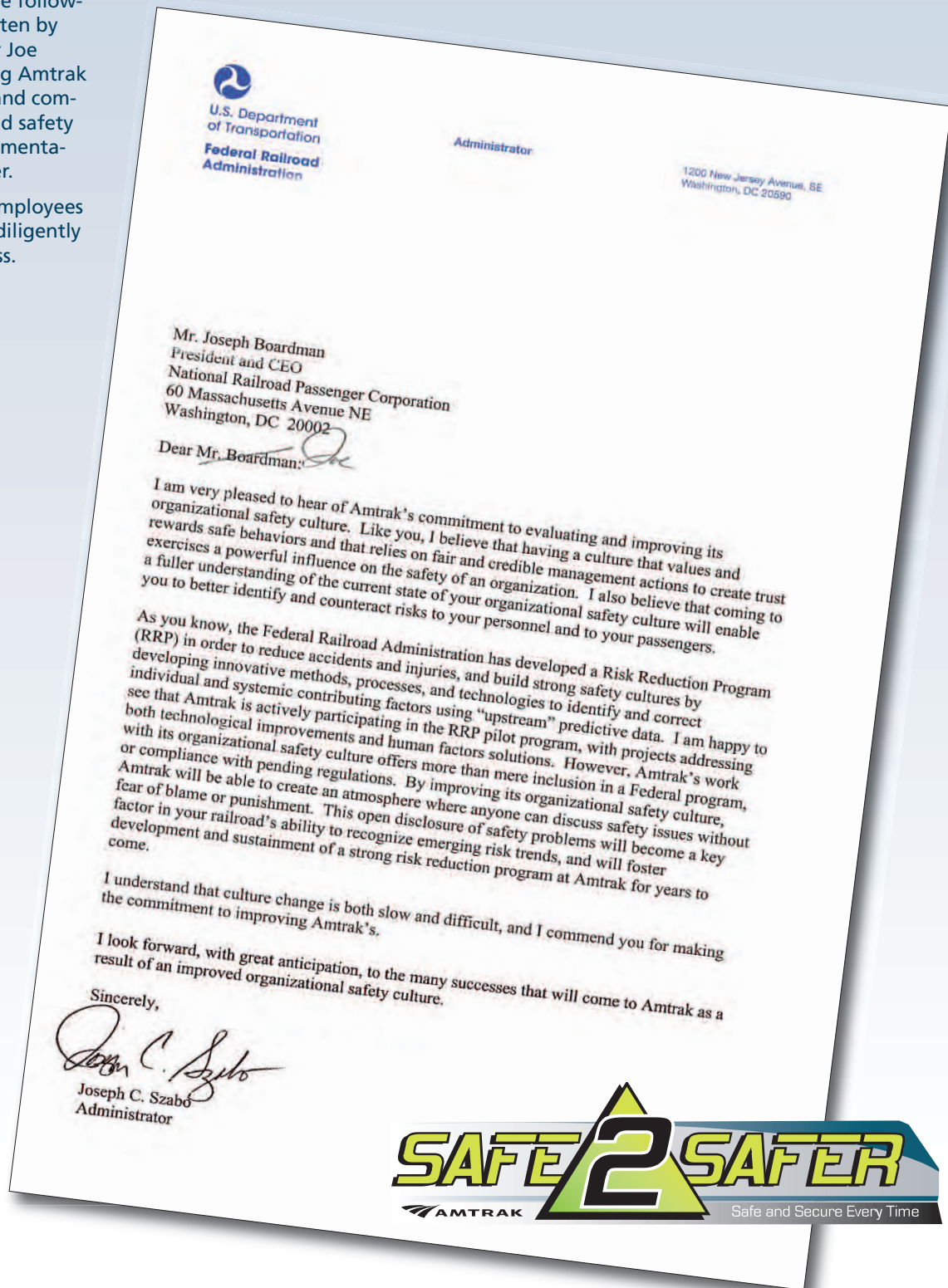
"We don't focus on the numbers," said Supervisor Ray Costanzo, who has been in charge of the gang over the course of their injury-free span. "We provide adequate job safety briefings and follow the rules, but I'm really on the ground with my guys. When I see an unsafe behavior, I stop them and show them how it should be done safely."

Costanzo added that he and his team constantly review how specific jobs are performed, with an eye toward safety improvements where necessary.

"Everybody gets a chance to provide input," he said. "Then, we apply those suggestions to the task every day." ■

Editor's Note: The following letter was written by FRA Administrator Joe Szabo commending Amtrak for its leadership and commitment to railroad safety through the implementation of Safe-2-Safer.

Thank you to all employees who are working diligently to make it a success.



Why America Needs Trains

By Vice President Joe Biden

Editor's Note: Since his days as a U.S. Senator, Vice President Joe Biden has been a faithful Amtrak passenger, traveling along the Northeast Corridor from Wilmington, Del., to the nation's capital. In this article, published in the January/February issue of Arrive Magazine, Biden makes an argument for the benefits of passenger rail.

One of the Capitol Hill newspapers estimated that I've taken more than 7,000 round trips on Amtrak over the course of my career. But the one I made on Jan. 17, 2009, was a bit different. When I got there, there were 8,000 people standing in the freezing cold. And I wasn't racing to reach the 7:46 a.m. Metroliner (later, the Acela) that I had taken thousands of times before.

I was meeting up with the train that would carry President Obama and me to our inauguration.

That day, Gregg Weaver, a conductor who started riding Amtrak the same year I did—1972—introduced me to the crowd. As Gregg spoke, it struck me that over the years, Amtrak provided me with more than a way to get to Washington to serve the people of Delaware every morning and a way to get home to my family each night. It has provided me another family entirely—a community of dedicated professionals who have shared the milestones in my life, and who have allowed me to share the milestones in theirs.

And it has provided me with one thing more, an understanding of—and a respect for—the role of rail travel in our society and our economy.

Though I don't get to ride the train nearly as much anymore, those were the lessons I brought with me on that final trip to Washington as a United States Senator.

Making Possibilities

I began making the 110-mile commute shortly after I was sworn in as a Senator. It was the only way that I could have been a Senator at all. I had to be able to get home to spend evenings with my two sons after we lost their mother and sister in an auto accident a month earlier.

Since then, on those many trips down to Washington, I got into a routine. From Wilmington to Baltimore I'd read the papers and make phone calls. At Baltimore, I'd start preparing for that day's hearings, amending my opening statement or going through the list of witnesses. And by the time I arrived in D.C., I'd be ready to jump right in.

Getting home was sometimes a sprint, too. One year, on my birthday, my daughter had planned a party for me. She really wanted to give me a gift and blow out candles. Senator Bob Dole was the Majority Leader at the time, and we were voting that night. I told him that I really had to be home for my daughter, which meant that I needed to catch the 5:54 p.m. train.

Senator Dole backed up the votes until 9 p.m. I boarded the train and, in Wilmington, my daughter was standing there on the middle platform. She and my wife sang "Happy Birthday." I blew out the candle, took a piece of cake, opened her gift, gave her a kiss, and caught the 7:23 p.m. going south—and managed to be there for the 9 p.m. vote.

Amtrak doesn't just carry us from one place to another—it makes things possible that otherwise wouldn't be. For 36 years, I

was able to make most of those birthday parties, to get home to read bedtime stories, to cheer for my children at their soccer games. Simply put, Amtrak gave me—and countless other Americans—more time with my family. That's worth immeasurably more to me than the fare printed on the ticket.

A Constant Need

When I took the train every night—and I still do whenever possible—I always noticed the lights on in the houses flickering in the passing neighborhoods, dotting the landscape speeding by my window. Moms and dads were at their kitchen table,



Photo: Michele Asselin

talking after they put their kids to bed. Like Americans everywhere, they were asking questions as profound as they are ordinary: Should Mom move in with us now that Dad is

gone? How are we going to pay the heating bills? Did you hear the company may be cutting our health care? Now that we owe more on the house than it's worth, how are we going to send the kids to college? How are we going to be able to retire?

I would look out the window and hear their questions, feel their pain. And every time I made that trip, it would inspire me to get up the next day, head back down to Washington, and give them the answers they're looking for. Those moments looking out the window and seeing the lights on, they told me things that the briefing folders in front of me never could. They gave color and meaning to the problems I've spent my career trying to solve. They reminded me why I made that trip back and forth 7,000 times.

But my support for rail travel goes beyond the emotional connection. With delays at our airports and congestion on our roads becoming increasingly ubiquitous, volatile fuel prices, increased environmental awareness, and a need for transportation links between growing communities, rail travel is more important to America than ever before.

Support for Amtrak must be strong—not because it is a cherished American institution, which it is—but because it is a powerful and indispensable way to carry us all into a leaner, cleaner, greener 21st century.

Consider that if you shut down Amtrak's Northeast Corridor, it is estimated that to compensate for the loss, you'd have to add seven new lanes of highway to Interstate 95. When you consider that it costs an average of \$30 million for one linear mile of one lane of highway,



Photo: Michele Asselin

On the 2008 campaign trail, then-Democratic vice presidential candidate Biden boards the Acela Express at Union Station in D.C., en route to his home in Wilmington.

you see what a sound investment rail travel is. And that's before you factor in the environmental benefits of keeping millions and millions of cars off the road.

Back to the Future

In 1830, the first steam-engine locomotive, the Tom Thumb, graced America's railways. Its first run was a rickety 13-mile trek from Baltimore to Ellicott Mills, Md., but it became much more than that. It marked the beginning of a new journey, heading straight into a better, more imaginative American future.

We are on a similar journey now. We are at the dawn of a new age, where the very

best ideas of today will shape our tomorrow, where renewable clean energy and new transportation systems and more efficient technology will revolutionize American life the way the Tom Thumb did some 180 years ago.

On Jan. 20, 2009, pulling out of the Wilmington train station, embarking on that same short trip I made thousands of times before, I thought again about the journey America was about to take as a nation. And I saw our future the same way I always did: looking out Amtrak's windows. ■

Amtrak and Trains Magazine to Host First-of-its-Kind Town Hall

The Amtrak photography policy, fleet plan and the future of long-distance passenger trains are on the agenda for a town hall discussion hosted by Amtrak and Trains Magazine on March 6 in Chicago. President and CEO Joe Boardman, along with board chairman Tom Carper, will be on hand to engage the more than 300 rail enthusiasts expected to attend.

"My hope is that this will be a productive dialogue with people who are interested in Amtrak," Boardman said. "If we have a good engagement of the people there and a good exchange of views, then it will be a success."

The town hall meeting will be at the Merchandise Mart Conference Center in downtown Chicago. For more details, visit the TrainsMag.com Web site.



President and CEO Joe Boardman (L.) and Amtrak Board Chairman Tom Carper bring their collective experience to bear on the Amtrak-Trains Magazine Town Hall, slated for March 6 in Chicago.

This Month In Amtrak History

J A N U A R Y



January 29, 1981

The *Coast Starlight* is completely converted to a Superliner consist. Prior to 1981, the *Coast Starlight* used steam-heated, single-level passenger cars built for Amtrak's predecessor railroads.



January 11, 1999

New Talgo trainsets enter service on the Seattle-Portland-Eugene Amtrak *Cascades* corridor.



January 18, 2005

The Milwaukee Airport Rail Station opens along Amtrak's Chicago-Milwaukee corridor, adjacent to General Mitchell International Airport.

Full Plate for Engineering

continued from page 4

which Amtrak is responsible for ADA compliance and state of good repair. The work includes installing tactile edging on concrete platforms in various stations and making ticket counters,

restroom facilities and building ramps fully ADA-compliant.

“The cost to improve the stations to a level of ADA compliance and state of good repair is projected at \$1.6 billion,” said Vacca.

Ongoing ADA and state-of-good-repair improvements will take place at 30th Street Station in Philadelphia, Washington

Union Station, Penn Station New York along with the 21 other stations in the FY '10 plan.

Stimulus Funds Jump-Start a Number of Projects

Amtrak is also budgeting \$895 million in American Recovery and Reinvestment Act funds for several other projects, all of which must be completed by February 2011. There are eight track improvement projects slated for FY '10, including concrete tie replacement in the New England Division and right-of-way improvements on the NEC to enhance draining, safety and reliability. There are also 69 Structures projects being funded by stimulus cash, including the Niantic River Bridge replacement, the Miamicock Bridge replacement and the Pelham Bay concrete rehabilitation projects, to replace assets that have exceeded their useful life.

Among the 18 Communications and Signals stimulus-funded projects, \$60 million is being spent on Positive Train Control along the NEC and the Michigan Line in addition to the capital funding



Work is underway on the Pelham Bay Bridge on the initial concrete chipping. When completed in October, the bridge will have repaired piers, piles, abutments and foundations that support the tracks, transmission lines and catenary wires.



Nearly \$30 million is slated to improve Electric Traction capabilities, including renewing 50.5 miles of catenary hardware, installing new insulated power cable and upgrading frequency converters at Metuchen, N.J.

to improve safety and meet legislative mandates.

“Together, our capital program and the stimulus funding enable us to address both our normalized replacement projects and our backlog,” Vacca said. “With these projects, we are creating a more reliable, robust system that will improve assets and reduce train delays.”

The 13 Electric Traction projects total about \$161 million in stimulus funds and include a frequency converter project at Lamokin Street in Chester, Pa., and transmission line replacements. Roughly \$64 million is being spent on construction projects, including the standpipe system in New York and fire alarm and service building upgrades at Penn Station New York.

Arriving at this list of plans for the fiscal year is the result of balancing several criteria, according to Vacca. In the end, workforce deployment, geographical impact, track availability and impact on train operations are among the considerations Vacca and his team must contemplate.

“Plans can change,” he said. “After all, we’re trying to build on a live, operating railroad. So, safe operations must be our first priority.” ■

New Services a Hit on West and East Coasts

The long-awaited second daily Amtrak *Cascades*® train between Seattle and Vancouver, B.C., and the new *Northeast Regional* service to Lynchburg, Va., are both having a positive impact on the company as ridership reflects strong demand since their launches in August and October, respectively.

Total ridership on the Amtrak *Cascades* for the fiscal year through Nov. 30, was 127,552 passengers, which is 8.2 percent higher than FY '09 and 3.3 percent above budget. The increase in ridership is directly tied to this second daily train.

Extended from their original origination and termination point in Bellingham, Wash., Amtrak *Cascades* Trains 513 and 516 boarded and detrained nearly 9,700 passengers at Vancouver between the Aug. 19 start date and Oct. 31, 2009. In FY '10, through November 2009, the total number of Amtrak *Cascades* passengers was 127,552, 8.2 percent better than FY '09 and 3.3 percent higher than budgeted.

“The option for passengers boarding at stations south of Seattle to travel to and from Vancouver in a single day is driving the ridership increase,” according to Gay Banks Olson, assistant superintendent, Passenger Services. “The additional service choices for travel have been well received.”



Washington State Gov. Chris Gregoire (at the podium) and British Columbia Premier Gordon Campbell (seated) celebrate the launch of the second roundtrip from Seattle to Vancouver, B.C. The new frequency will run at least through March for the 2010 Winter Olympic and Paralympic Games.

The second train operates as a pilot project through the Vancouver 2010 Olympic and Paralympic Winter Games. As

part of a service study submitted to Congress to facilitate service between the United States and Canada during the games, Amtrak recommended that the two roundtrips per day currently operating between Seattle and Vancouver be slightly modified, with the schedule change effective around Feb. 1 and returning to normal around March 31 if the second roundtrip continues.

“We will be changing southbound Train 517’s departure time to two hours later to allow more time at the different venues during the day,” Banks Olson said.

The extension of Trains 513 and 516 to Vancouver has always been the plan since those trains were first put in place.

“While they terminated and originated in Bellingham, the schedule was built to accommodate a run-through to Canada once we were able. The Olympics may have been the catalyst to finally run this second train, but it was always in the plans,” Banks Olson added.

“A lot of Canadians have been saying that they hope the second service will continue after the Olympics,” said Operations Supervisor Susan Campbell-Schueler. “The added trains are a big advantage in a busy corridor.”

Operated through a partnership among Amtrak and the Washington and Oregon Departments of Transportation, Amtrak *Cascades* consists of four daily roundtrips between Portland and Seattle, with service between Eugene, Ore., and Seattle, via Portland; and between Seattle and Vancouver.

Across country, the *Northeast Regional* service to Lynchburg is making a big splash among passengers who like the convenience of traveling directly from cities along the U.S. 29 corridor in Virginia to destinations as far north as Boston without having to change trains.

In October 2009, its first month of operation, the new service carried 8,585 passengers, exceeding expected demand by 49 percent. For the fiscal year, through Nov. 30, total ridership on the Washington-Lynchburg corridor was 18,500, a whopping 158 percent above the anticipated 7,179 passengers.

“Since we launched the service in October, our performance has been stellar, and I’ve heard nothing but good things from our passengers,” according to Trainmaster Deborjha Blackwell, who added that the service should be dubbed “the Collegiate” due to the number of student passengers from area colleges. “There’s been a lot of use of the Quiet Car® and Business class has been pretty full,” she added.

“In partnership with Virginia, our goal with this new service is to provide Central Virginia with a transportation alternative, and we’re encouraged by the enthusiasm Virginians have shown

for the service,” said Jay McArthur, principal officer, Policy and Development.

McArthur cautioned that ridership is cyclical, with increases during the summer months and holiday season.

“Ridership over the next few months will provide us with a better indicator of the service’s success,” he pointed out.

Originating from Lynchburg for the first time, *Northeast Regional* service makes Virginia stops in Charlottesville, Culpeper, Manassas and Alexandria, and stops for Virginia Railway Express passengers at Burke Center and L’Enfant Plaza. The morning service departs Lynchburg weekdays at 7:38 a.m., returning at 8:36 p.m.

The new service is funded by a grant from the Commonwealth of Virginia as part of three-year demonstration program designed to provide more transportation options for Virginians. The grant will also fund an additional *Northeast Regional* frequency originating from Richmond to New York expected in June of 2010.

Virginia is the fifteenth state to partner with Amtrak to operate state-supported trains. Other partners include California, Illinois, Maine, Michigan, Missouri, New York, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Vermont, Washington and Wisconsin. ■



President and CEO Joe Boardman addresses the assembled crowds at the Culpeper stop on Lynchburg-Washington Northeast Regional service. In its first month alone, the service exceeded ridership expectations by 49 percent.

CSI Scores

continued from page 6

from dissatisfied customers that are currently defecting. To help achieve the targeted incremental revenue, the Marketing and Product Development and Transportation departments were recently reorganized to enhance both front-line customer service delivery and product development capabilities.

Under the new plan, 20 ARASA customer service quality supervisor positions that were previously customer service manager positions in Marketing have

been established in Transportation. In addition, the Service Delivery and Operations Support group of 17 management positions (which includes On-Board Service, Station Standards and Operations Support) has also moved from Marketing to Transportation to provide a management team dedicated to driving front line customer service quality.

The geographic placement of the positions, a one-week training curriculum, and a mentoring program for supervisors were jointly developed by Service Delivery and ARASA leadership, including ARASA International Chairman Joe Derillo and Kris Stark, general chairman of the ARASA membership in the Transportation department.

“The placement of these positions in Transportation greatly improves the department’s ability to provide support to our on-train and station employees and to improve the quality of service we deliver to our passengers,” said Kevin Scott, chief, Service Delivery. “The mentors, who were jointly selected by the ARASA leadership and management, and Kris work closely with the division management staff and the Service Delivery team to provide support to our new supervisors and those who could benefit from their experience and perspective.”

Scott added that his team will also evaluate and analyze staffing, develop guidance to improve service and work with Marketing, Human Resources, Operating Practices and other stakeholders to coordinate ongoing service improvement efforts, training, and employee engagement efforts as the company works to meet its PRIIA goals.

Senior Director, Service Planning Ed Courtemanch and Chief, Program Development Doug Varn will co-lead a team of corporate and division staff composed of labor and management employees to address the PRIIA Section 210 requirement to improve the worst-performing third of long-distance trains in FY 2010. The middle third performing routes and top third will be similarly addressed in FY ’11 and FY ’12.

“We will be employing a field-driven approach to route and service performance,” said Courtemanch, “using a cross-section of divisional Transportation, Mechanical, Marketing and others to improve performance on the *Sunset Limited*, *Texas Eagle*, *California Zephyr*, *Capitol Limited* and *Cardinal* in FY ’10.”

Each team will study its assigned route and design specific performance improvements, while Courtemanch and Varn will obtain support and executive approvals for the route performance improvement plans.

“It’s important to proceed in this way so that we’ll have buy-in from all levels for implementation,” Courtemanch added.

The service design and customer experience functions are now being led by the former Product Management group, which has been restructured and renamed Product Development. The group includes two senior directors, four directors, and 12 product development officers to be located geographically across the country.

According to Brian Rosenwald, chief, Product Development, “Our team is charged with analyzing all aspects of the customer experience. In a nutshell, we use customer feedback and input gathered in the field, market research and analysis,

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Employees Honored for Military Support

On Dec. 22 at Bear Car Shops, Superintendent Lew Wood and Electrician Michael Lawson were recognized for their commitment and service to the U.S. armed forces. Employee Support of the Guard and Reserve presented Wood with the organization's Patriot Award for his strong support of employee reservists and his leadership in facilitating their participation in the National Guard and Reserve.

Lawson, a sergeant in the Air National Guard who is preparing for his third tour of duty in Iraq and Afghanistan, was also recognized by the International Brotherhood of Electrical Workers



Bear Car Shop Superintendent Lew Wood (center) is flanked by ESGR volunteer Robert Welch (L.) and Amtrak Electrician and Air Force Technical Sgt. Mike Lawson. Wood accepted the ESGR Patriot Award on Amtrak's behalf for the company's support of employee military reservists. Lawson was also recognized by IBEW for his service to the country.

with a letter of appreciation for his outstanding service to his country.

"This award recognizes the Bear facility's and Amtrak's commitment to do our part to help and support the men and women who serve in the military and their families," said Wood. "The employees at Bear gladly accept the responsibility to give those protecting us everything they need when they are away and when they come home." ■



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- Visit the Amtrak Online Store at:
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Orange City, Iowa 51041

This year's calendar features a stunning photo – taken by Amtrak employee Gary Pancavage – of a *Northeast Regional* train as it heads south at Croydon, Pa.



Enjoy the journey.™

"Enjoy the Journey" Tagline: Amtrak's Promise to Passengers

You may have noticed a new tagline in our advertising. "Enjoy the Journey"™ is now featured in all customer advertising and marketing collateral.

"Enjoy the Journey" is another way to express to customers that Amtrak is "the nicer way to get there," according to Gail Reisman, senior director, Marketing.

"A tagline captures the essential features that a brand should represent. It's a promise the company makes to its market," she said. "Ours says that Amtrak is a relaxing haven from the frenzy — it's about camaraderie — and a more human way to travel. It's also safer, greener, healthier and more connected."

"Enjoy the Journey" will be used in conjunction with the Amtrak logo. A Corporate Communications and Marketing task force will be determining additional applications of the tagline to enhance both internal and external use.

Promotions in Motion

Long-Distance Fare Sale Now On

To drive ridership and ticket revenue during the normally slow winter and early spring travel season, Amtrak has launched a long-distance fare sale. Beginning Jan. 7 and concluding Jan. 25, passengers can purchase 20 percent off one-way fares on all long-distance trains and routes. Tickets must be purchased three days in advance of the travel date.

The travel period for this promotion is Jan. 19 through March 31. The sale will be advertised through print ads, 30-second radio spots and online advertising throughout the promotional period.

Amtrak Guest Rewards® Launches Winter Promotion to Earn Free Trips

The winter 2010 Amtrak Guest Rewards® promotion offers great discounts for customers traveling along the Northeast Corridor as well as in the Midwest and western United States.

On the NEC, *Acela Express* passengers can take three roundtrips and get one free while *Northeast Regional* passengers can take two roundtrips to get one free. The offer for both promotions is good from Jan. 7 through

March 13. The free trip is valid for travel between June 1 and Aug. 31. The minimum spend per qualifying trip for the *Acela* is \$85 one-way and \$170 roundtrip; for the *Northeast Regional*, the minimum spend is \$49 one-way and \$98 roundtrip.

In the Midwest and West, members who spend a minimum of \$50 between Jan. 7 and March 13 will earn 1,000 Amtrak Guest Rewards points, enough to qualify for a free trip. Midwest trains include *Hiawatha Service*, *Lincoln Service*, *Illini Service*, *Carl Sandburg*, *Missouri River Runner*, *Illinois Zephyr*, *Saluki*, *Hoosier State* and *Pere Marquette*. Out West, trains include *Pacific Surfliner*, *Capitol Corridor* and *San Joaquin*.

The target audiences — all NEC members who have traveled on the corridor in the last 24 months and members in the relevant states in the Midwest and West who have enrolled over the past 12 months — are being reached by targeted e-mails, e-statements, and direct mail communica-

tions. Broader promotion will take place via Amtrak.com, regional marketing efforts, on-board messaging, and print, online and broadcast advertising.

New Amtrak America Travel Guide Now Available

The new 2010-2011 Amtrak America travel guide, a 68-page magazine-style brochure is now available to encourage customers to make a travel decision and seek additional information online. The guide includes a special year-long Amtrak Guest Rewards offer, a "Kids Ride Free" offer good for travel between Jan. 5 and March 31, and a 50 percent off companion fare good for travel between Jan. 15 and March 31.

The Amtrak America brochure can be ordered via Amtrak.com, Arrow, eTrax and 1-800-USA-RAIL. Amtrak Travel Agency Sales Centers will distribute the information via e-mail blasts, Web sites or monthly newsletters. Travel agents can order directly from Western Folder online at www.travelinfonet.com. The travel guide will also be distributed at consumer and travel industry trade shows, such as the AARP Annual Conference and AAA's national and regional conferences.

New Route Guides Available

All 16 original route guides have been updated to include added information about the cities and regions through which Amtrak trains travel. Two additional routes — *Pere Marquette* and *Blue Water* — have been added for special events in Michigan. The new versions, which include *Texas Eagle*, *Cardinal*, *Sunset Limited* and *Maple Leaf*, are available on Amtrak.com, Western Folder and the First class Sleeping car set-up. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary December 2009

AHRENS, ROGER
BAGOSY, STEPHEN
BAKER, GARY
BELL, KENNETH
CHANDLER,
MICHAEL
DRUMGOOLE, LISA
GARCIA, RAMON
GREENE, JEFFERY
GRUBER, RONALD
GUESS, DAVID

HAILE, SEYOUM
HIGGS, ARNOLD
HOWARD,
MICHAEL
IXTA, VICTOR
JACKSON, JOSEPH
KLATT, FRANK
LAMANUZZI, LEO
LOFTUS, GREGORY
MAYBURY, JOHN
MCDOWELL,
CONNIE
MCGREW, FELISA
OGLESBY, JOSEPH

PETERSON, CRAIG
SEATON, STEPHEN
SLAUGHTER,
JOSEPH
STEVENS, LORNA
STIDWELL,
MATTHEW
WAGNER, PEGGY
**25-Year Anniversary
December 2009**
ALLEN, RODNEY
BONNER, MICHAEL
CAREY, SOLOMON

CHEEYOU,
ANTHONY
CRENSHAW,
ROOSEVELT
HALL, GEORGE
HARTY, WILLIAM
KENNEDY, MARTIN
MCARTHUR, JESSE
MCDERMOTT,
JOHN
YURA, CHARLES
**30-Year Anniversary
December 2009**
ANNUCCI, BRIAN

BAKER, RALPH
BARNUM, JOHN
BAYLOR, CHARLES
BERGMAN,
RONALD
BRUGEMAN, PAUL
BUTLER, KENNETH
CERDAS, RODOLFO
CHAO, HENRY
COLLIER, FRANCIS
DEMOTT, JAMES
FLORES, GEORGE
FRIEL, WILLIAM
GARLAND, DAVID

Front Line Focus

Dear Amtrak:

I recently contacted [the Beech Grove Maintenance Facility] to ask them a favor and they willingly and cheerfully obliged. I wanted to take my wife ... on the *Empire Builder* from our hometown of Crawfordsville, Ind., to Seattle, but she suffers from claustrophobia.

Superintendent John Grey arranged to have ... [General Foreman] Lonnie [Jenkins] gives us a tour of a sleeper car bedroom to see if my wife could handle the confined space. Lonnie even went so far as to blue-tag the car to keep it from being moved the day we arrived. [She] did just fine and we are most grateful to these fine gentlemen. ... We plan to make the trip as an anniversary present to each other. ...

... Amtrak should be commended for hiring and retaining such outstanding, customer service-oriented employees. My wife was convinced that her "silly request" would be blown off, but John and Lonnie proved her wrong. ...

Sincerely,
Empire Builder Passengers

Dear Amtrak:

We are writing this letter of commendation for an Amtrak employee. ... Her name is Peggy Fleming and she was a sleeper car attendant on the *Southwest Chief* route from Los Angeles to Chicago. We traveled seven different routes during this cross-country journey and met many employees, but it was Peggy's superior service that stood out from the rest.

Ms. Fleming was very friendly and helpful when she met us at the boarding ramp. During the course of the trip, she made sure every question was answered and every need was attended to. By breakfast the next morning, Peggy greeted every single passenger by first name — something my partner and I could only define as remarkable. ...

It was with great pride, care and professionalism that Peggy Fleming approached her job. And, it is because of employees like her that make us look back fondly on our Amtrak experience.

Sincerely,
Southwest Chief Passengers

Employee Milestones

Congratulations to All of You!

GUIDA, CARMINE

HOWARD, STEVEN

HUDSON, BARRY

KERRINE,
THEODORE

LANO, FREDRICK

MARTIN, KEVIN

MICHAEL, RICHARD

MORRIS, DAVID

MOY, WAI

NG, JACK

OSBORNE, JEFFREY

RICHARDS, LINDA

RILEY, JOSEPH

ROBERTS, TONY

SCUMACI, FRANK

SMITH, BENJAMIN

SOWDER, DAVID

STROUD, WILLIAM

TREZEVANT,
KENNETH

ULIASZ, RICHARD

WITTING, JEFFREY

**35-Year
Anniversary
December 2009**

BRACEY, ANNETTE

GREENLEE,
REGINALD

PRELL, RICHARD

**Retirees
November 2009**

BOYLE, JOAN

BRATTON, CHARLES

BRIZIC, MICHAEL

BROWN, LETTIE

CHEE, MILTON

CONNOLLY, JOSEPH

COOKSEY,
ANTHONY

FIREHOCK, JAMES

GALLO, PATRICK

HAGGERTY, DAVID

HANSEN, MIDGE

HUBERT, ROBERT

HUNTER, BARBARA

JONES, ODELL

JUNJULAS, BARRY

KRAFT, RONNIE

MONTGOMERY-
MACK, PAMELA

MADRIGAL-
CASIELLO, ERLINDA

MASKOWSKI,
HENRY

MEISTER,
ELIZABETH

NAYLOR, JUANITA

PLEASANTS,
THOMAS

RILEY, RICHARD

SANDERS,
KATHLEEN

SELBY, BRUCE

STENSON, JOHN

THARP, GARY

TRUBAN, JOSEPH

Flushing Toilet Problems

continued from page 7

to improve waste system reliability, initiatives to maintain adequate restroom conditions en route require cross-departmental efforts which include improving how defects are reported and responsiveness, both by on-board cleaning staff and station personnel in order to promptly correct deficiencies.

“Conductors and On-Board Service employees are on the front lines facing passengers who endure the problems,” Bergeron said. “But the Mechanical crafts don’t have an opportunity to address the problems in real time due to the current MAP 21A system of reporting.”

MAP 21A forms are used by on-board crews to advise Mechanical of any equipment failures, including malfunctioning toilets. However, these paper-based forms remain on the trains until they reach their endpoint, and are always at risk of getting lost in the system.

“Our long-term course of action involves revising MAP 21A forms as the prototype for an electronic mobile form that can be instantly transmitted to speed problem resolution,” said Bergeron. “We want to change how we report defects so we can be more responsive.”

“We also plan to be more proactive by soliciting information about abnormal conditions from our employees and passengers

and reporting them using the revised form,” said Kevin Scott, chief, Service Delivery.

In addition, the team will institute a study, called the Cleanliness Barometer, which will focus on the actual and desired standards of cleanliness both aboard trains and in stations. Sixteen focus groups, consisting of up to eight customers each, will be conducted among *Acela Express*, short-distance and long-distance passengers in the New York, Washington, D.C., Chicago and Los Angeles markets. The fieldwork for the study will commence in March, with a written report issued in April. ■



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CSI Scores

continued from page 15

along with equipment, schedule and service design options to define product improvements at the route level, while Kevin and his service delivery team organize the programs and projects to increase customer service excellence at the front lines.”

To measure the company’s effectiveness in meeting customer needs, the group will use metrics such as CSI data, customer comments, food and beverage sales, ridership and revenue, sales by channel and demand forecasts. Improving customer service while meeting PRIIA targets are the overall goal. ■

Save the Date: National Train Day



Save the date for the third annual **National Train Day on May 8**. Major events will once again be held in Chicago, Los Angeles, Philadelphia and Washington, D.C. Stay on the lookout for other events at a station near you and information on how you can get involved.



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A Monthly Publication for and by Amtrak Employees
Volume 15 • Issue 2 • February 2010



**Amtrak Benefits
from Intercity and
High-Speed Rail
Grants to States**

**FY '11 Grant and
Legislative Report
Includes Long-
Awaited Fleet Plan**

**Niantic River Bridge
Details Finalized**

**Civic Leaders
Converge on
San Antonio for
Civic Conversation**



ink

Vol. 15, Issue 2, February 2010

Quick Quotes • “What’s at the top of your Amtrak ‘wish list’ for 2010 and beyond? Why?”



“I wish for a continued increase in ridership. The more satisfied passengers that we can get to use our service, the more revenue that will be generated, possibly allowing for equipment upgrades, faster service and all-around positive growth. In order to reach this goal in Bakersfield, we strive to provide the best customer service to increase ridership on the San Joaquin Valley route.”

**Teresa Rodriguez, ticket agent,
Bakersfield, Calif.**



“One of the most vital components for success moving forward is a sound and fully supported new hire training program. Many seasoned and knowledgeable employees have recently retired, which will have a substantial impact on our knowledge pool and operations as they are replaced with less experienced employees.”

**Dave Cowan, superintendent,
Mechanical, Los Angeles**



“We have new passengers getting on the train every day in Denver, and some of our coach and sleeper cars could use a lot of help. It sure would be nice to update our equipment. We all want to be proud of the company and impress our new first-time travelers. I think that would be a great start.”

**Denise Cavey, ticket agent,
Denver**

Amtrak Employee and Customer Communications

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Govt. Affairs & Corp. Comm.
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Washington, DC 20002

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Washington, DC 20002

Kevin M. Briscoe, Manager
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Washington, DC 20002

Josh Raymond, Manager
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Sharon Slaton, Manager
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Chicago, IL 60607

Train of Thought

Last month, I spoke before the Transportation Research Forum in Washington, D.C., on the state of America's passenger railroad. For those who've not heard or seen those remarks, I want to use this space to share with you some of my key points. Because we are all in this together, I need you to help me carry this message to our co-workers, customers and partners. First and foremost, I want to dispel some of the uncertainty that has surrounded Amtrak since its inception. My message is: Stop living in the past 39 years of worry that passenger rail is going away. The truth is that we're in the midst of a transformational chapter for Amtrak and we've moved beyond mere survival.

Why is that?

Well, with 7.2 million passengers, we just closed the books on the best first-quarter ridership in Amtrak history. This jump in ridership is the continuation of a long-term annual growth trend, from 21.6 million in FY '02 to 27.2 million in FY '09, with an all-time record of 28.7 million in FY '08. Plus, between FY '04 and the most current numbers through the third quarter of FY '09, we've increased our share of the air/rail market between New York and Washington from 50 percent to 61 percent; New York and Boston from 39 percent to 50 percent; Chicago and St. Louis from 10 percent to 16 percent; and Los Angeles and San Diego from 73 percent to 97 percent.

With the passage of the Passenger Rail Investment and Improvement Act (PRIIA) and the American Recovery and Reinvestment Act (ARRA), both of which provide the vision and funding support for passenger rail, we're pursuing a growth-oriented mission for Amtrak. To best position us for the new reality, we issued a strategic guidance document and five-year plan, which maps out our fundamental goals for going forward.

Safer

We aim to further improve safety and security by making risk-reduction a top priority through a number of initiatives.

Safe-2-Safer reduces injuries by promoting a more collaborative environment in which employees at all levels work together to replace at-risk behaviors with safe behaviors. Labor unions, supervisors, managers and front-line employees are working together to make our tracks, shops, stations and trains ever safer and more secure.

Later this year, we'll participate in the Close Call Reporting Program, a Federal Railroad Administration initiative that enables close call events that didn't result in an injury — but could have — to be anonymously reported by employees so safety improvements can be made as appropriate.

Finally, we're committed to an aggressive plan to install Positive Train Control (PTC) technology. In addition to the PTC

already on some of the Northeast Corridor (NEC) and in Michigan, we will install PTC on the remaining 308 miles on the NEC and the last 50 miles on the Michigan line by our self-imposed 2012 deadline — three years before a congressional deadline for the rail industry.

On the security front, we've nearly tripled our K-9 explosive detection teams to 45, been an active participant in the FBI's Joint Terrorism Task Forces, and conducted more than 130 Visible Intermodal Prevention and Response security operations at 38 stations with the Transportation Security Agency and other law enforcement and security agencies.

In 2010, you'll see a more interactive police and security presence that focuses on random patrols and screenings on trains and at stations.

Greener

In 2009, through our membership with the Climate Registry and Climate Counts, we agreed to voluntarily and publicly report our greenhouse gas emissions and undergo an independent evaluation of our efforts to reduce our carbon footprint. As a founding member of the Chicago Climate Exchange, we pledge to meet or exceed our commitment to reduce greenhouse gas emissions from diesel fuel by 6 percent by the end of 2010.

Additionally, we are taking actions to conserve energy, water and other resources at our buildings and other facilities.

Healthier

The health of a company relates to its vital signs. Accordingly, we're making the investments to improve reliability on our infrastructure and fleet as well as our ability to grow business with new and existing partners. We're in the process of submitting our annual Legislative and Grant Request to Congress along with a fleet plan to purchase several hundred single-level and bi-level long-distance trains and more than 100 locomotives.

Amtrak is also making good use of \$1.3 billion we received in ARRA funding. To date, we've awarded nearly \$600 million for contracts on 113 projects. These projects have so far created 600 Amtrak jobs and 200 others for our contractors. We also are using



Joseph H. Boardman

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FY '11 Grant and Legislative Request Includes Long-Awaited Fleet Plan

In what is the company's largest equipment strategy in history, Amtrak has developed a plan to replace its aging fleet by 2040. Beginning in 2012, the plan calls for an annual purchase of approximately 100 cars, with as many as 40 locomotives entering the fleet each year. At a cumulative cost of \$23 billion (in 2009 dollars), the new fleet plan was submitted to Congress on Feb. 1 in conjunction with Amtrak's annual Grant and Legislative Request.

The total Grant and Legislative Request for FY '11 asks Congress for \$2.196 billion to cover \$592 million in operating costs, \$1.018 billion in capital expenditures, \$281 million for Americans with Disabilities Act requirements and \$305 million in debt service. The cost to buy out two existing equipment leases increases the debt service funding from the Passenger Rail Investment and Improvement Act authorized level of \$288 million.

"We've identified two leases we intend to buy out in FY '11 and we intend to

repurchase the 14 locomotives and 14 cars associated with the leases," Boardman said. "PRIIA authorizes the appropriation of such funds for the early buyout, provided the terms are favorable. In fact, the entire request tracks the amounts authorized by the PRIIA legislation."

At a cost of \$27.5 million, the company will be able to save about \$42 million in rent and end-of-lease payments, resulting in a net savings of \$14.4 million.

Replacing aging rolling stock is a major priority, ranking second only to state of good repair, according to Amtrak's top executive.

"If Amtrak is to realize the potential inherent in rail, we must make a number of important investment and policy decisions

FY 2011 Grant Requests

Amtrak Funding Needs (in millions of dollars)	FY 2011 Grant Request
Operating	592
Capital	1,018*
Compliance with ADA	281
Subtotal Capital	1,299
Debt Service	305
Subtotal (in millions)	2,196

* Net capital to Amtrak after deducting \$7 million for FRA oversight from the appropriated amount of \$1,025 million.

in coming years," wrote President and CEO Joe Boardman in a letter to Congress that accompanied the request. "These include direct investments in such vital aspects of our operation as the fleet and our stations."

The acquisitions — 780 single-level cars, 420 bi-level cars, 70 electric locomotives, 264 diesel locomotives and 25 *Acela Express* trainsets over the next 14 years — are currently unfunded and require an investment of about \$319 million in FY '11 and considerably more in future years. ■

Longtime California Partnership Still Thriving

The agreement between Amtrak and the Southern California Regional Rail Authority (SCRRA), allowing for Amtrak to provide engineers, conductors and associated management for the Los Angeles-area Metrolink service beginning June 26, is near finalization, marking the next chapter in the long-standing relationship between Amtrak and its various customers in California.

"As the previous operator of Metrolink from 1992 to June 2005, we understand the high levels of safety, customer focus and efficiency required for this service. We aim to meet and exceed SCRRA's expectations as we once again provide train crews for this commuter system," said President and CEO Joe Boardman.

Amtrak's partnership with public entities in California to provide commuter and intercity service stands as one of the company's most comprehensive and sustained state relationships.

Commuter Service a Key Element in the Amtrak California Relationship

In addition to its past operation of the Metrolink service, Amtrak has been in partnership since 1992 with the Caltrain commuter service in Northern California that links the 50-mile San Francisco and San Jose route. Today, over 90 daily Caltrain

commuter trains carry 12 million riders annually with Amtrak operating and managing all aspects including Train and Engine crews, train operations control, maintenance of equipment, maintenance of way/signals, station maintenance and capital project support.

According to Adrienne Taylor, senior director, Commuter Partnerships – West, the Caltrain contract currently represents \$62 million annually in revenue and is Amtrak's only full-service commuter operation. "This is a vital operation with our employees dedicated to Caltrain's growth and progress."

CCJPA and Caltrans: Vital to Intercity Passenger Rail

In 1998, the Capitol Corridor Joint Powers Authority (CCJPA) was formed and took over management of the state-supported *Capitol Corridor* route. Under the current agreements with the state via the California Department of Transportation (Caltrans) Division of Rail and the CCJPA, Amtrak operates rail service and manages Thruway service to more than 170 destinations in the Golden State. Working closely with CCJPA and Caltrans to plan schedules and services, Amtrak has developed a Thruway network of 19 bus routes that serve 120 off-line cities and 49 Amtrak stations.

With roughly \$90 million slated for operating assistance in FY '10, Caltrans supports service between the Bay Area and Sacramento on the *Capitol Corridor*, between San Francisco/Oakland and Bakersfield on the *San Joaquin* corridor, and assists in underwriting the *Pacific Surfliner* service between San Diego and San Luis Obispo.

Individually, the *Pacific Surfliner*, *Capitol Corridor* and *San Joaquin* routes are Amtrak's second, third and sixth busiest routes, respectively.

Engineering Plays Part in Infrastructure Improvements

On the Engineering side, Caltrans looks to Amtrak to manage the bulk of the improvements to stations and host railroad infrastructure that Caltrans funds, according to Division Engineer – West Harry Steelman. “For example, on the *Pacific Surfliner* corridor, Amtrak assists in the development and implementation of plans to double-track the portion owned by the North County Transit District in San Diego,” he said.

Mechanical Plays Part in Equipment Improvements

Among the more recent Mechanical improvements is a partnership between Caltrans and Amtrak to fund construction of the current Oakland Maintenance Facility. Mechanical department employees at the facility, which opened in 2004, provide daily turn-around service on *Capitol Corridor*, *San Joaquin* and *California Zephyr* trains and perform preventive maintenance on 17 locomotives and 78 California cars (equipment solely owned by the state). Caltrans covered 60 percent of the facility's construction costs — \$38 million — with Amtrak committing \$27 million to the project.

“The current maintenance facility, which replaced the 1916-era facility, provides superior working conditions and enables employees to better maintain, repair, service and inspect trains, improve efficiency, and allows for continued growth of passenger rail service in California,” said General Foreman Alfonzo Bell.

In 2000, Caltrans contributed about \$7 million to the Service and Inspection facility in Los Angeles to improve maintenance capabilities for the *Pacific Surfliner* fleet. This facility will be complemented by the construction of a new progressive maintenance facility at the Los Angeles yard to maintain the Superliner and Amfleet equipment fleets.

It will incorporate a number of green initiatives and use a progressive spot approach that separates and standardizes work tasks in production-line fashion. Slightly more than \$25 million in stimulus funds will be used for construction of the facility, which is expected to be completed in February 2011.

“By streamlining the production line, we can increase productivity and availability of the fleet while consistently delivering a quality product,” said Foreman III Rafael Reina.

In addition, the state is in the early phases of a \$10 million refurbishment and refitting project for its California car fleet and all of the *Pacific Surfliner* cars — 127 in all — which includes new carpeting, flooring, curtains and wainscot panels and reupholstered seating. All of the work, being managed by Amtrak, is expected to be completed by February 2011.

In another maintenance project, 66 California cars in Northern California are undergoing a complete replacement of the door systems. The first two cars were returned to service last month, according to Luerean Van De Streek, senior officer, Maintenance Scheduling/Warranty.

Customer Service Initiatives on Tap

To enhance customer service, other projects include offering Wi-Fi on the *Pacific Surfliners* and providing automated ticket validation on the *Capitol Corridor* service.

On the Wi-Fi project, the initial unit was installed last September. Last December, all 10 of the *Pacific Surfliner* Business class cars were outfitted with Wi-Fi, enabling passengers to access the Internet for work or entertainment.

“This was a soft rollout, so we didn't want to make any formal public announcement until all the cars were done,” said Matt Cahoon, senior officer, Maintenance Scheduling. “I've ridden with the test units many times and the response has always been favorable.”

Also, Amtrak is working with the CCJPA to test a smart phone to support on-board ticket validation, seat check issuance and cash sales on the *Capitol Corridor* trains. The ticket validation functionality was initially tested on the *Downeaster* in a joint pilot with the Northern New England Passenger Rail Authority (NNEPRA).

“The CCJPA Automated Ticket Validation (ATV) device enables the conductor to electronically scan the bar code on the passengers' tickets and report the tickets' use to a central server,” said Tony Flynn, program director, Sales and Reservation Systems Programs. “The ticket data generates a real-time manifest of the passengers aboard each unreserved *Capitol Corridor* train.”

The new device, added Flynn, has the added benefit of enabling conductors to sell cash tickets aboard the train, eliminating the need for paper tickets. It is being used on a limited basis while the software is refined and crews are trained. Full roll out of the ATV to all *Capitol Corridor* trains is expected in the spring ■



The Pacific Surfliner (shown here), along with the Capitol Corridor and San Joaquin are Amtrak's second, third and sixth busiest services.

Amtrak Benefits from Intercity and High-Speed Rail Grants to States

Amtrak is a major beneficiary of the Obama administration's federal investment in intercity passenger rail as about \$4.5 billion of the \$8 billion awarded in grants for intercity and high-speed rail are for state projects that support improvements to current or future Amtrak routes. Projects to be funded through these American Recovery and Reinvestment Act grants include station renovations, track improvements, right-of-way acquisitions and corridor planning in 31 states.

"Amtrak is a major part of the future of intercity passenger rail in America," said President and CEO Joe Boardman. "We're eager to work with our state partners to move these projects forward as quickly as possible."

High-speed rail is a family of transportation options that address longer-distance passenger transport



President and CEO Joe Boardman addresses assembled media during an announcement of stimulus grant awards for intercity and high-speed passenger rail at 30th Street Station in Philadelphia on Jan. 28. Looking on are (L-R.) Pennsylvania Department of Transportation Deputy Secretary Toby Fauver, Connecticut Department of Transportation Commissioner Joseph Marie and FRA Administrator Joe Szabo.

needs in heavily populated corridors. For Amtrak passengers, these investments are expected to translate into higher speeds, reduced trip times, additional frequencies and greater reliability along at least 13 current routes.

In addition, the Amtrak-owned Northeast Corridor and the routes that

connect to it will benefit from nearly \$500 million in state-led improvement funded by these grants.

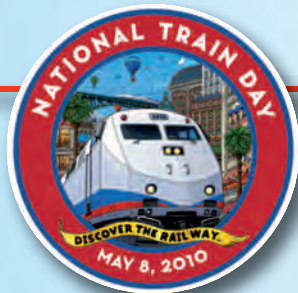
"With these funds, coupled with the nearly \$700 million we're already investing in the NEC, Amtrak and the states are supporting the largest upgrade program on the corridor in more than 10 years," said Boardman.

Boardman added that the grants will also help fund new services or service extensions, including the extension of Amtrak's *Downeaster* service to Brunswick, Maine, and the development of the Ohio "3-C" corridor, connecting Cleveland, Columbus and Cincinnati, and an extension to Madison, Wisc.

Another \$3.5 billion in grants was awarded to California and Florida to develop new, dedicated high-speed rail systems.

"The new systems will showcase the tremendous value that intercity passenger rail service can bring to America's transportation system," Boardman said. "We look forward to opportunities to work with those states on the development of these systems and the integration of these systems into the national network of intercity passenger trains."

More details and the complete list of grants for intercity passenger rail can be found online at www.whitehouse.gov under "Briefing Room" → "Statements and Releases." ■



Employees: Get the 411 on National Train Day

A new **National Train Day web site** designed exclusively for Amtrak employees is set to launch next month. In addition to all the latest information and news related to the many events that will take place on May 8, employees can visit the site to sign-up to volunteer, share stories and photos, and win prizes through a series of trivia contests. Stay tuned for an announcement on the official launch of the site in March.

Despite Cold, Midwest Winter Plan Strives to Maintain Operations

As the mercury continues to dip, making this year's winter temperatures in Chicago slightly colder than last year, the Midwest Winter

Preparedness Team is taking a number of steps to ensure that trains continue to run in and out of the region. The cross-functional team of representatives from Mechanical, Engineering, Transportation and other areas, has instituted a number of equipment modifications, each designed to better utilize the equipment and prevent freeze damage.

"Placing reliable winter weather equipment into the Midwest Corridor is essential to the division's ability to operate during extreme conditions," said Mark Murphy, master mechanic. "Thus, our plan focuses on on-time performance, maintenance and the protection of personnel, plant and equipment."

To positively impact these areas, Mechanical employs a number of general operating procedures. For example, all cars must be on power with all exterior doors closed; 500 series P-32 locomotives equipped with head-end power are used for the vast majority of the switch moves, and all shop cars and locomotives must have all water drained and blown with air to remove moisture.



Eliminating snow-packed or frozen switches enables trains in the Midwest to operate continually in and out of the region.

Early last month, Superliner cars normally used for long distance service were redeployed to the Midwest Corridor service. To keep snow out of the ends of trains, Amfleet equipment with better end doors was also relocated to the Midwest pool of trains.

"One of the issues we grapple with in the Midwest is that the Horizon fleet has never done real well in winter operations," said Murphy. "To mitigate that, we use the Superliner cars on the services that run into the states of Michigan and Illinois." One advantage the Superliners have over the Horizon fleet is the limited exposure that most components are subjected to since they are housed in compartments rather than mounted under the car body. Although the results have been mixed in the far northern climates during sub-zero temperatures, the overall performance has been favorable.

In addition, in January, the *Texas Eagle* and *City of New Orleans* train sets began operation as run-through trains. When the *City of New Orleans* arrives in Chicago, it is stripped, cleaned and restocked, becoming the *Texas Eagle* operating to San Antonio or Los Angeles. When the *Texas Eagle* arrives in Chicago, it is also stripped, cleaned and restocked, before becoming the *City of New Orleans* operating to New Orleans.

"Run-throughs increase fleet utilization and it's an advantage with these particular trains because they run from a relatively warm site in Texas up to Chicago and then back to New Orleans. That gives them time to warm up," Murphy said.

Additionally, back in December, *Lake Shore Limited* equipment sets were linked with the *Silver Star* to allow the equipment to thaw out every third day, and a third locomotive was added to the *Empire Builder* to improve reliability.

During the summer and fall months of 2009, Mechanical began a modification program on the P-42 locomotives, outfitting them with heaters for the automatic main reservoir drains and wrapping them with heat tape to help mitigate the freezing conditions we've experienced in the past.

"While this modification has not eliminated the operational problems we experienced recently during the severe sub-zero weather in the upper Midwest and across Nebraska, it has enabled us to pinpoint trouble spots and begin applying corrective measures," Murphy said.



Exposure to the elements causes freezing of air and electrical hoses. However, most components on the Superliners are housed in compartments rather than outside the car body.

Execution of the winter plan begins in the summer and continues throughout the winter season. To make the plan work, the previous year's plan is reviewed and updated, a bulk load of salt is delivered, switch heaters are serviced, and all snow removal equipment is maintained. As winter alerts are received, track teams are scheduled to spread salt and light the switch heaters in the yard.

"My goals are ensuring that all trains are able to depart without delays due to frozen or snow-packed switches and all roads and platforms are plowed and salted so all employees can perform their job safely," said Bill Roche, engineer, Track.

"On the facilities portion, we focus on 480-volt electric ground power, water stands and steam thaw lines," said Fred Roeber, engineer and facilities manager. "The plan works to maintain operational compliance under all conditions, allowing the Mechanical forces to perform their tasks."

Throughout the season, the Consolidated National Operations Center monitors snow and ice warnings, alerting the Preparedness Team as necessary. During periods of severe cold, snow and ice conditions, management in Mechanical, Engineering and Transportation meet frequently to discuss scaling back service where necessary. ■

Employee Information Portal Training Slated for Spring

As part of the third phase of the Employee Information Management (EIM) program, new features will be added in May to the Employee Information Portal (EIP), which provides online access to Human Resources information.

Beginning in March and continuing through May, training will be given to teach employees how to use the newest features. EIP, which already enables non-agreement employees to check leave balances, view personal information, and submit leave requests online, will be expanded to provide all employees access to a variety of other information as well. Through the upgraded portal, employees will be able to use new Employee Self Service (ESS), Manager Self Service (MSS), recruiting and learning functions to register for training classes and apply for jobs online.

“In addition to implementing new technology, we are launching a modern HR organization, called HR Shared Services, which will enhance our service quality and efficiency and leverage the new technology. We are very excited about how this will improve employees’ interactions with HR plus help us reach our strategic HR vision,” said Lorraine Green, vice president, Human Resources and Diversity Initiatives.

Starting May 19, HR Shared Services will be a one-stop shop for providing timely and quality answers to employee questions and processing HR forms. For basic inquiries, employees will be able to contact the HR Shared Services’ Customer Support team via a toll-free number or e-mail. A Transaction Support team will ensure that all transactions submitted by managers are handled quickly and efficiently. One major benefit of the Shared Services center is that it will free up HR field personnel to partner more effectively with local managers to address issues such as organizational restructuring, recruiting strategies and workforce planning.

Implementing these technology and organizational changes requires a major employee engagement component, with more than

200 employees across the company working as change agents.

“These folks are really an extension of the project team,” said Ron Saunders, director, EIM Program. “From assistants to superintendents, they’re helping to reach out to all employees that will be affected by EIM.”

In addition to distributing EIM fact sheets and brochures in their respective areas, the change agents are the early adopters of EIM, providing feedback that may be used in future upgrades.

“The self-service features of the portal give me immediate access to my personal information, so I don’t have to schedule an appointment with HR,” said Susan Morris, administrative assistant, Labor Relations. “On the training side, I can better track when I took that last test and what training or testing is coming up. Having electronic access to this information helps me, but also improves how HR operates.”

All employees, agreement and non-agreement, will be offered computer-based training on the new employee self-service features, including how to update their personal information and enroll in training. Instructions on how to access training courses through the intranet — or a CD for those who cannot access the intranet — will be available at the end of March.

Starting in April, and concluding in mid-May, managers and certain other employees, such as HR personnel, training coordinators, and administrative assistants designated to act on their managers’ behalf, will receive in-depth training on the new self-service features for managers. This group will learn how to approve training requests, create a recruiting requisition and process personnel actions.

This classroom-based training will be offered in Chicago; Washington, D.C.; Jacksonville, Fla.; Los Angeles; New York City; Oakland, Calif.; Philadelphia and Wilmington, Del. For managers and others outside of these locations, webinar training will be available. More details on the Web training will be available on or near Feb. 22. ■

Performance Goals Change as Part of Safe-2-Safer

For many years, Amtrak followed the railroad industry’s standard practice of measuring its safety record according to the FRA-reportable injury ratio. While working toward a goal is important, the goal and the numbers in some instances may have contributed to a mindset more focused on managing the number than identifying and reducing the causes of injuries.

That kind of thinking is one of the things Safe-2-Safer aims to change. Employee feedback from the Safe-2-Safer survey and focus groups shows that there can be reluctance to report injuries based on past experiences, when it seemed to some employees as though blame and punishment appeared to be the primary response to reporting an injury.



As a result of this feedback and in line with the goals of Safe-2-Safer, President and CEO Joe Boardman and the Executive Committee have decided to no longer set safety goals in terms of an injury ratio. While these ratios must still be measured to comply with FRA requirements, Amtrak’s attention will be on the activities that prevent injuries.

“Employees should be measured on how well they work to reduce risks and prevent injuries from happening in the first place. We can’t fully reduce risks without knowing about every injury that occurs, so employees must feel comfortable reporting them and managers should be most concerned with the welfare of their employees, not statistics,” said Boardman.

As part of Safe-2-Safer, the company is developing a new set of metrics to measure safety performance, which are expected to be finalized by October. For FY ’10, managers are being provided with an interim set of goals that may be used in place of the FRA-reportable injury ratio.

“Obviously our hope is that we reach a point where we have zero injuries company-wide. But instead of focusing solely on celebrating the number of days a group has been injury-free, we want to recognize employees who work hard to maintain a safe working environment and to learn from them what they’ve done to accomplish that,” added Chief Operating Officer William Crosbie. ■

Amtrak Guest Rewards® Site Adds New Features

The latest upgrades to the Amtrak Guest Rewards® Web site — greater connectivity with the new Amtrak.com, tailored content, page headers and footers to improve navigation and more “smart” messages on the home page — are part of an ongoing effort to make the site even more user friendly.

The Loyalty Marketing and e-Commerce teams have taken steps to increase connectivity between the Amtrak Guest Rewards site and the recently relaunched Amtrak.com site by adding more links to Amtrak Guest Rewards content and making the content easier to find on Amtrak.com.

“We’ve refreshed and enhanced Amtrak Guest Rewards content on Amtrak.com and given it more visibility on the site,” said Vicky Radke, program manager, Loyalty Solutions and Development. “And, we’ve changed the ‘Rewards’ tab to ‘Guest Rewards’ for better program recognition.”

To increase membership, Amtrak.com now includes a quick-enroll function with which non-members can instantly obtain a membership number by simply supply-

ing their name and e-mail address without leaving the site.

Radke added that based on how the members use the Amtrak Guest Rewards site, it is now easier for them to navigate to the most frequently used pages and find important information. The global headers and footers on each page are like mile markers that enable users to quickly navigate back to a previous destination, while increasing the number of “smart” messages (messages targeting members based on their use of the Web site) on the home page from three to five enables users to receive targeted fare and promotional information.

These latest site enhancements come on the heels of several others that have been implemented to improve the Amtrak Guest Rewards Web site.

In 2009, the site added a widget that enables desktop or iGoogle access to point balances and recent transactions; a “wish list” feature that automatically sends an e-mail to members when they have earned sufficient points to obtain a desired item; the Amtrak “Fare Finder”; and mobile access to the site via a mobile device or smartphone. ■



More Locos Released at Beech Grove

At the Beech Grove Maintenance Facility, efforts to return 15 P-40 diesel locomotives to long-distance service are in full swing as four more locomotives are soon to be released from the facility, using \$13 million in economic stimulus money.

The work on the locomotives involves the efforts of a number of Beech Grove craftsmen, including (L-R) Foreman III Jim Ratliff, Boilermaker Marty Holland, Boilermaker Welder Tim Tumej, Electrician Journeyman Paul French, Boilermaker Welder Eric Via, Lead Boilermaker Al Perdomo, Sheetmetal Worker Omar Funk, Boilermaker Welder Bob Chestovich, Welder Gary Dixon, Welder Bob Landis, Welder Rob Burpo, Welder Rick Bowman, Sheetmetal Worker Kenny Kirby, Locomotive Technician Jack Johnson, Machinist Welder Pat O’Farrell, Locomotive Technician Bud Kinder, Machinist Welder Melvin Griffith, Locomotive Technician Ralph Baker, Locomotive Technician Hoang Nguyen, Sheetmetal Worker Steve Cain, Welder Sam Hamilton, Welder Mike McKinney, Assistant Superintendent Larry Johnson.

Diversity Training Now Available

Amtrak understands the value of diversity, not only as a social imperative, but as a business one. Diversity in people brings about a diversity of thought and perspective that plays a vital role in how the company delivers customer service and meets its goals. Amtrak remains committed to maintaining a discrimination- and harassment-free work environment that appreciates the value of its employees and the unique skills they each bring to bear on passenger rail operations.

Key to maintaining this commitment is Amtrak’s diversity training program, which provides the background, information and resources necessary to work successfully in a diverse environment. For all non-agreement employees, diversity training is mandatory and a refresher training is required every three years. For agreement-covered employees, diversity briefings are incorporated into their existing training regimens.

Classroom diversity training is mandatory for non-agreement employees who have no previous record of classroom diversity training. This includes recently hired employees, as well as employees promoted from agreement into non-agreement positions during the fiscal year. The online diversity refresher is mandatory for non-agreement employees who have already completed classroom diversity training and are due for their online diversity refresher training. The online course is now available and may be accessed on Amtrak’s intranet.

For more information, or if you are unsure as to whether to attend a class session or complete the online refresher, please speak with your department’s Diversity Training Representative. A list of Diversity Training Representatives, along with other general information and access to the online training, is available on the intranet at “Employees” → “Business Diversity” → “HR and Diversity Initiatives” → “In the Know” → “FAQs.”

Niantic River Bridge Project Details Finalized

Several Other Bridges Slated for Repair or Replacement

Amtrak has awarded a \$104.7 million contract to Cianbro/Middlesex VII for replacement of the 102-year old movable bridge over the Niantic River in East Lyme, Conn. With a \$134 million total price tag, the Niantic River project is one of the most expensive — and most complex — items among the projects funded by American Recovery and Reinvestment Act (ARRA) funds. Work on the project begins this spring.

Nearly \$58 million in stimulus dollars will accelerate the project to completion in May 2013. The stimulus funding will be used by Amtrak to complete improvements to the embankments; construct pole foundations, new bridge structures, piers and structural steel fabrication; and install new submarine cables for bridge power and controls.

Slightly more than \$76 million in funding comes from Amtrak's annual capital program.

The new 373-foot, three-span bridge will include a 142-foot-long bascule lift span and a total length of 373 feet, and will be equipped with modern machinery and control systems for safer and more reliable operation. The bascule lift span is a movable bridge with a counterweight to balance the span during its upward swing. To accommodate the new track alignment, a 2,200-foot retaining wall and 5,000 lineal feet of track and catenary will be constructed.

"It's not economically feasible to repair the bridge; it requires a complete replacement," said Project Director Peter Finch. "The current 45 mph speed restriction on or near the bridge is causing an average daily aggregate of 12 minutes of planned delay for *Acela Express* trains. The new bridge will enable us to increase speeds to 60 mph and minimize traffic and delays for our passengers."

In its open position, Finch added, the bridge will provide a 100-foot-wide channel to improve marine navigation while beach enthusiasts will have the benefit of a restored beach and walkway for the portion of the project that overlays the beach.

"In addition to improving on-time performance, we have an obligation to the Coast Guard and local mariners to keep the bridge operational," said Dave Rezendes, assistant division engineer, Structures. "The increased height off the water should result in less bridge openings."

All track construction and associated track materials, including the approach spans, lift span, miter rails and expansion joints are being provided and installed by Amtrak's Track department and coordinated with the contractor. Other crafts, including Building and Bridges, Communications and Signals, Train and Engine and Electric Traction, will provide the necessary support for the project.

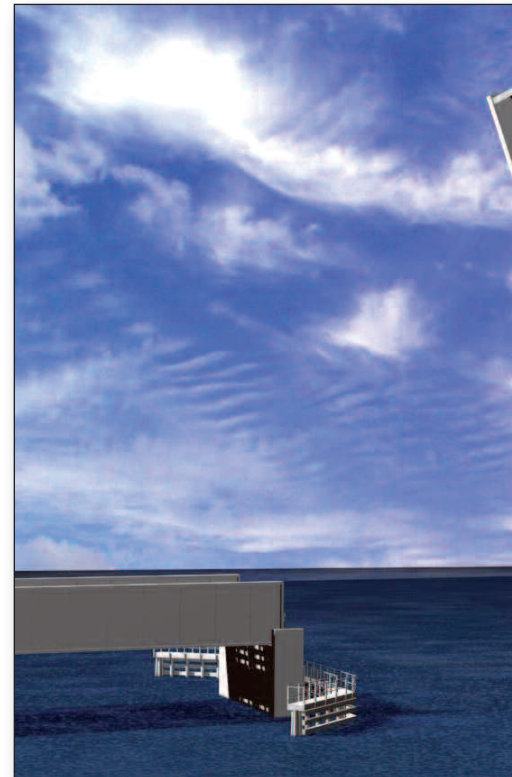
The Niantic River Bridge project is one of 155 Structures projects that are budgeted for \$346 million in ARRA funding to replace or repair assets, such as aging bridges, stations and facilities that have exceeded their useful life. Ultimately, these repairs will minimize slow orders, improve on-time performance and positively impact customer service.

Thames River Bridge Painting

On the heels of the initiative to replace the lift span on the Thames River Bridge between New London and Groton, Conn., which was completed in June 2008, Amtrak is using a \$24 million ARRA budget to launch a project this spring to paint the four approach spans — totaling approximately 1,165 linear feet of through trusses. The work includes abrasive blast cleaning of the existing structural steel, replacement of deteriorated structural

steel, and application of a coating system. Applying the coating system will begin as weather permits in the spring, with completion scheduled for February 2011.

"This is more than simply a paint job," said Program Director, Structures Paul DelSignore. "In a marine environment



The new 373-foot, three-span Niantic River Bridge will include a 142-foot-long bascule lift span and will be equipped with modern machinery and control systems for safer and more reliable operations.

such as this, the salt in the air can hasten the deterioration of the spans. But, the abrasive blast cleaning, new coatings and steel repairs will add life to the bridge."

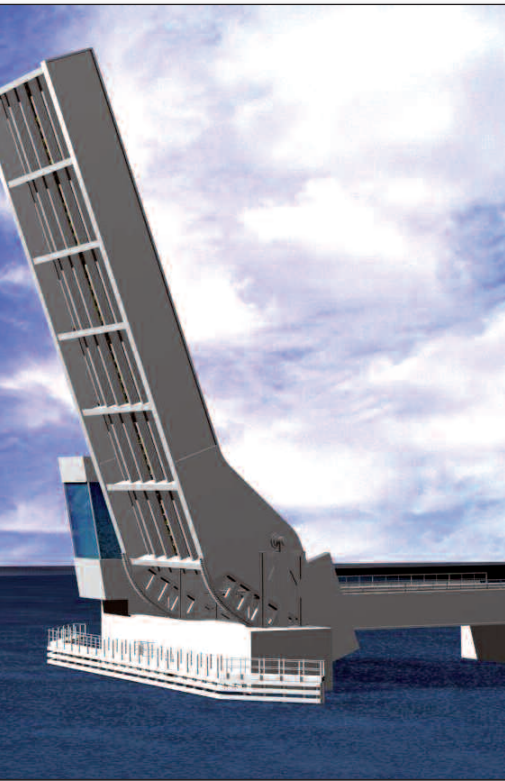
Miamicock River Bridge Replacement

An aging superstructure and substructure and open-deck design has led to

ongoing maintenance problems and poor ride quality along the Miamicock River Bridge in East Lyme, Conn.

“We need to have a structurally sound and functionally reliable bridge to achieve our speed and on-time performance goals,” said DelSignore. “The Miamicock is in such a state that it must be replaced to meet these goals over the long term.”

DelSignore added that the new bridge, budgeted at \$15.2 million, will have a steel,



ballast-deck superstructure that is easier to maintain than the open-deck design and will improve ride quality. The 75-foot span and supporting piers on either side of the channel will provide about 72 feet of horizontal clearance for marine traffic, four feet wider than the existing channel. Construction will be staged to allow nearly continuous rail service.

Contractor forces are currently in the process of driving steel piles into the water for the temporary new bridge support

platforms. Project completion is slated for February 2011.

East and West Harbor Bridge Replacement

Plans are also in place to replace the two fixed railroad bridges over the East Harbor and West Harbor channels near Stonington, Conn. The budget for replacing each bridge is \$12 million.

“The bridges have very low vertical clearances for recreational boat traffic,” said DelSignore. “Small fishing vessels in the area must be mindful of the tide levels because the structures can prevent reentry when the tide is moderate to high.” Recreational use will be positively impacted by the replacement.

The railroad profile grades will remain the same, but the bottom of the new structure will provide a higher clearance above the tidal water of both channels. Amtrak and its passengers benefit from overall improved train operations.

Project completion is slated for February 2011; however, Amtrak is awaiting final U.S. Coast Guard approval to begin the work.

River Road Bridge Replacement

This project involves replacing an existing two-track ballast deck and deck-girder superstructure over the River Road and Hammonasset River in Madison, Conn., with a new version of the same. The \$7 million project involves removing the existing superstructure, modifying abutments and piers, erecting new deck girders and bearings, installing and waterproofing precast concrete deck panels, erecting new walkways, installing ballast, concrete ties, rail and catenary pole braces, and relocating fiber optic cables.

“With an aging deck and superstructure, this is another bridge that has outlived its useful life,” DelSignore said. “It doesn’t make sense to throw labor at something when what we really need is a new bridge.”

The contract for the River Road Bridge replacement has been awarded and work on the project will begin this spring.

Pelham Bay Concrete Pile Rehabilitation

Amtrak is also making significant investments in the New York area to bring bridges, tracks and other infrastructure to a state of good repair, including a \$12 million rehabilitation project on the Pelham Bay Bridge in the Bronx. Work is currently underway with concrete chipping, which involves removing loose concrete from around the substructure.

When completed in October 2010, the project will have strengthened and repaired the piers, piles, abutments and foundations that support the tracks, transmission lines and catenary wires.

“These improvements will make this bridge more reliable and reduce maintenance on a structure that carries 43 passenger trains and two freight trains every weekday, and opens about 10 times a day for marine traffic,” DelSignore said.

Middletown, Pa. Bridge Replacement

Replacing the superstructure on the bridges at Wood Street and Union Street in Middletown, Pa., involves removing the existing three-track, three-span through-bridge superstructure and steel substructure, reconstructing the steel pier foundations, and erecting a new steel through-girder main span infrastructure with steel substructure and two steel side spans encased in precast concrete.

“We’re replacing two deteriorating bridges that would require substantial repairs in the future,” according to Program Director Wayne Pusey. “But, the new bridges will provide a smoother ride because we are eliminating a low area, or dip in the track, that currently exists on the bridges.”

Pusey added that, in light of numerous previous bridge strikes, the additional clearance under the bridges will benefit roadway traffic. Amtrak workers will be handling all track work as well as protection and inspection support.

The work will be performed in multiple phases to ensure that three tracks remain in service. The cost for the replacement is \$6.5 million each. ■

Civic Leaders Converge on San Antonio for Civic Conversation

Amtrak recently hosted its fifth Great American Stations Civic Conversation in San Antonio, Texas, where local, state and federal officials joined top Amtrak leaders and community stakeholders along the *Texas Eagle*, *Sunset Limited* and *Heartland Flyer* routes to discuss ways to preserve, restore and upgrade existing train stations as vital components of the transportation network.

“Through our Civic Conversations, we respond to the question of ‘How do we get started in improving our stations?’ through dialogue and partnerships with public officials and local communities,” said Joe McHugh, vice president, Government Affairs and Corporate Communications.

The two-day session — held on Jan. 27 and Jan. 28 — was a balanced mix of case studies, a discussion on transit-oriented development, volunteer programs and success stories, details on funding sources and an update on Americans with Disabilities Act requirements and best practices. Key speakers included Normal, Ill., Mayor Chris Koos, who discussed the upcoming development of an intermodal transportation center in his town;



Mayor Chris Koos



Mayor Rob Eaton

Leavenworth, Wash., Mayor Rob Eaton, who reminisced about the successful opening of the Leavenworth station; Carey Maynard-Moody, chair, Depot Redux, who discussed her organiza-

tion’s role in transferring ownership of the Santa Fe Depot from BNSF to the city of Lawrence, Kan., and John Robert Smith, former Amtrak board chair and mayor of Meridian, Miss., and CEO of Reconnecting America.

“The opening of the new station in Leavenworth is a result of the relationships we built with the host railroad, BNSF, and Amtrak,” said Eaton. “The Civic Conversations are an opportu-



Carey Maynard-Moody



John Robert Smith

nity for any jurisdiction interested in establishing a station to meet the players and engage in the dialogue that makes the station a reality.”

Although it took seven years to get the station opened, Eaton added that his focus was to listen to the concerns of the project partners, take them seriously, and present solutions, where possible.

“We respected each party,” he said. “As mayor, I took that responsibility very seriously.”

Maynard-Moody agreed. In her remarks, she advised the participants to make good use of their time together. Her interaction with various officials at Amtrak and BNSF, as well as other key stakeholders, has enabled her to facilitate Depot Redux’s wishes to transfer ownership of the Santa Fe Depot to the city of Lawrence.

“Introduce yourself to the railroad players as well as other attendees whose depot-saving campaigns are in different stages,” she said. “At home, if the fire to save your depot is in your belly, test the waters with your city commissioners. Find one that believes that your project is important.”

As a part of the Mobility First initiative, Amtrak is expected to spend \$600,000 to build a new 550-foot, eight-inch above-the-rail concrete passenger platform that will help Lawrence’s Santa Fe Depot comply with the Americans with Disabilities Act. Stimulus funds were also used to install a kiosk at the station.

“We’re going to be able to address this critical statutory requirement, while also better positioning the station as a viable part of the community’s transportation infrastructure,” said McHugh. ■

Yingling Brings Broad Know-How to SAM

Editor's Note: Once it rolls out in the spring of 2011, the Strategic Asset Management (SAM) program is expected to improve and integrate the business processes in areas such as ordering materials, invoicing, maintaining inventory and budgeting. A major component of the project is the change management effort, led by Dave Yingling. In this role, Yingling, a 32-year Amtrak employee, brings a wealth of varied experience to ensure consistent messaging across the company, identify areas where more attention is needed and deliver adequate training for those areas affected by SAM. Under his direction, in the upcoming months, SAM team members will begin visiting different locations to share information about the program with employees in the Mechanical, Transportation, Finance, Engineering, Human Resources, Information Technology and Procurement and Materials Management departments.

Amtrak Ink: What brought you to Amtrak?

Dave Yingling: Originally, I'm from the Philadelphia area, basically a blue-collar background and environment. From the time I was about seven years old, I was working on cars and mechanical things. I worked at a garage and had a heavy shop-type background all through high school. After I turned 18, I wanted to enlist in the Navy, but I never got there. I got a job at Amtrak on the Northeast Corridor Improvement Project. I graduated high school in June and started working right away for Amtrak in August.

AI: Where did you start working at Amtrak?

DY: I was hired as a carpenter's helper in Buildings and Bridges, and quickly worked

my way up the ladder to be a painter. I painted three bridges in the Philadelphia area: Margaret Street, Wakeland Street and the one at Arsenal Tower. I did a lot of other things as well, including helping to enclose the pit track at the Penn Coach Yard. Then, I moved into Stores, essentially running the Buildings and Bridges material yard.

I've worked in lots of different departments at Amtrak. I went from being a mechanic to the controller in Equipment and Vehicles at the Bristol Shop, and then I opened the door to the Bear, Del., facility when we bought it, working as the controller there.

AI: First starting out, you were also pursuing a college degree. How were you able to successfully do that and work a full-time job? Where did you go from there?

DY: While I worked, I was focused on my education, receiving a B.S. in management. It took 10 years — all at night. Through this, all the folks I worked with supported me during that whole time period.

I supported my crews with whatever they needed from me, and I was able to get experience doing different things that helped me grow at Amtrak too. After I got my bachelor's degree, I went to the Office of the Inspector General, where I worked for several years before moving into Materials Management.

I was in Materials Management for about six years, where I learned forecasting, inventory planning, inventory replenishment, cycle counting, and warehousing, and I gained statistical, analytical and computer knowledge.



Dave Yingling

AI: Then what?

DY: I've always been a strategist so, around 1996, I moved to Transportation Planning. In Transportation, at that time, our big thing was the development and activities associated with delivering high-speed rail. I took the director position for Transformation 2000, in and around late 1998, and I

was actually on the inaugural run of our first high-speed trainset.

I later moved to Mechanical, becoming the budget director and staff officer and eventually moving up to director, Production Planning and Logistics. I held that position until October 2008, when I took on the change management responsibility for the SAM project.

AI: How are you using all of your varied experiences to shape the SAM project?

DY: I took the change management position because it's about helping to manage people to an endpoint. In Transformation 2000, the product was a chunk of fast-moving steel and a service. This is a development that will set the foundation for the tools and activities that deliver operational transparency.

Let me put it this way: being involved in this project is a simple way for me to address things that have been on my mind and that I've experienced over the last 30 years. It means addressing some changes.

At first, I viewed it more as changing the tools we use, but I now realize that you have to change the culture to be able to use the tools. We have to change the way we think and work. My primary goal on the SAM project is to create the environment and mindset that allows the organization to do just that. ■

Celebrating Love on the Rails

The road to love is often paved with milestones, small and big, that add context to our relationships and act as breadcrumb crumbs to guide us back to the good times when we lose our way.

Maybe it's the first kiss; a favorite song; the two-hour, 45-minute *Acela Express* trip from Washington, D.C., to the Big Apple. If it's the latter, perhaps the Amtrak livery should include the moniker "Love Train."

Kaja and Dan

For Kaja and Dan Meade, both 33, the latter was indeed the case. After a blind date set up by the wife of the Swedish consul general, the District-based Kaja and Manhattanite Dan spent the better part of a year commuting back and forth on the *Acela Express*, falling in love high-speed-rail-style.



Dan and Kaja Meade both believe riding the rails between New York and Washington, D.C., played a major role in their courtship and subsequent nuptials. Their "love affair" with the Acela Express service led to a request to have their engagement photos shot on the platform at Washington Union Station.

"Dan and I [were] on the trains every week," said Kaja, a gerontologist. "We've tried planes, buses and driving, and the few times we have, it's been unbearably frustrating. It sounds silly to say, but Amtrak literally made our relationship — and now our marriage — possible."

Kaja believed so much in Amtrak that she suggested to Dan that the couple inquire about having their engagement photographs taken aboard an *Acela* train.

"Dan later told me he thought I was the Queen of Wishful Thinking," Kaja joked. "I know that it's just easier to say 'no' to unusual requests and I was scared that it would take too much finagling to make this happen."

Enter a cross-section of Amtrak employees — Chief, Corporate Communications Cliff Black and Senior Communications Officer Karina Romero in Media Relations, who coordinated logistics with the photographer, and Operations folks like Executive Assistant Anna Szczepanska and General Superintendent, Mid-Atlantic Division, Steve Alleman who ensured that the spiffiest *Acela Express* was available for the photo shoot — to make sure the day went off without a hitch.

"I never felt like I was dealing with a 'no' mentality, like 'we can't do this until we prove we can,'" Kaja said. "It was more like 'let's figure out how we can do this best.'"

Now, after a September wedding in D.C. and honeymoon in South Africa, the commute is over. Both Meades reside in New York City.

Deborah and Henry

When Deborah and Henry Mayhew began planning their October 2002 nuptials, there was talk of chartering a jet to transport the entire wedding party from Los Angeles to Santa Barbara, Calif. But, working with Reservation and Information Clerk Karen Allen and Crew Assignment Clerk Gail Hampton in Chicago, Henry secured the "less expensive and more fun" option of reserving two cars aboard the *Pacific Surfliner* to take his 250 guests to the Four Seasons Hotel in Montecito, Calif.

On site, Operations Supervisor Jay Fountain (now a trainmaster) mobilized a team to get the cars in place and set up to provide a buffet breakfast for the trip to Santa Barbara and a buffet lunch for the return trip. While the happy couple wanted renowned chef Wolfgang Puck to prepare their meals, company regulations nixed that idea, but Amtrak came up with a more than acceptable alternative.

"At the time, we didn't have a car set up for breakfast service, so we worked with Mechanical to build a steam table and then brought in a catered breakfast of eggs, bacon, potatoes and fresh fruit from a local restaurant," Fountain said. "On the way back, we served sliced turkey on foccacia and fresh fruit plates for the entire wedding party and guests."

In addition to the meals, Fountain worked with a local wedding planner to provide on-board entertainment, including Mariachi players, a mini-fashion show, and Samoan dancers.

"This was the second marriage for both the Mayhews, so they wanted something that was really unique," Fountain said. "We did a really good job of making it a wonderful, beautiful and magical event." The Mayhews agreed.

continued on page 20

Black History Month Celebrations Abound Across Amtrak

Observances of February as Black History Month, some dating back more than a decade, are the order of the day at various locales across the Amtrak system.

Boston

On Feb. 11, the Northeast Division and the local Diversity Advisory Council will present the Leroy R. Fergus Jr. Diversity Award to Ticket Agent Isaac Hughes and Assistant Superintendent, Road Operations Tom Rae.

“Over 20 years, Isaac has trained more than 30 employees,” said Assistant Station Manager, Boston South Station Richard Peters. “He teaches all facets of the job to individuals from all backgrounds and disciplines, therefore, maintaining inclusiveness at the highest level.”

Of Rae, Trainmaster Hanan Fadel said, “Tom has been instrumental in advocating diversity in the workplace through his recruiting, encouraging and reaching out for minorities to progress to an engineer’s position.”

The award, named in honor of a longtime employee who passed away in 2000, is given to individuals or departments that best demonstrate support for diversity and workplace inclusion.

Chicago

Amtrak and WVON 1690-AM are sponsoring “Pullman Porters ... Gentlemen of the Railroad,” a series that chronicles the history of Pullman porters who, for more than a century, provided top-notch service for the Pullman cars. This sponsorship includes 60-second vignettes that highlight important facts about the porters, promotional announcements, branded commercials and a live President’s Day remote broadcast on Feb. 15 at the Chicago Museum of Science and Industry.

Fort Worth, Texas

For the entire month of February, the Fort Worth Intermodal Transportation Center will house a photographic exhibit of prominent African American citizens who played a significant role in the devel-

opment of the Fort Worth area. The exhibit is part of a joint Amtrak-Trinity Railway Express (TRE) Black History Month observance and includes Amtrak’s Black History Month posters. The TRE is a commuter service that links downtown Fort Worth, downtown Dallas and the Dallas-Fort Worth Airport.

Jacksonville

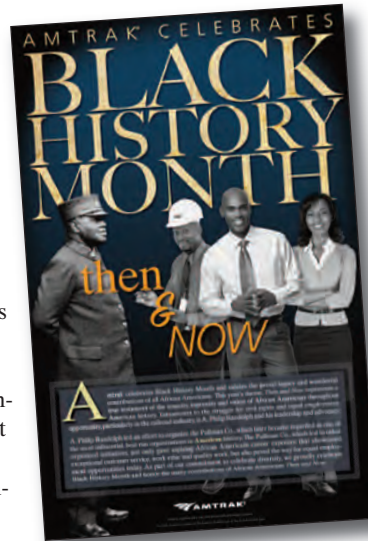
In this coastal city in the Sunshine State, On-Board Services Manager Darrell Macon leads a team of dedicated employees who host an annual oratorical competition for high school students, with the winning student receiving four Amtrak tickets to Washington, D.C., for a two-night stay in a Capitol Hill hotel, a meet-and-greet with Rep. Corrine Brown (D-Fla.) and tour of other sites.

“Often stirring great emotion among the participants and audiences alike, each contestant makes presentations that address the historical and cultural changes over the past 50 years,” Macon said. “We are overwhelmed and inspired by the excitement of the young people and their incredible talents.”

Slated for Feb. 20 at the historical Ritz Theatre and LaVilla Museum, the event will also include entertainment by Broadway star Roz Burroughs and the Ritz Voices and a display of African American literature

New York

Every Tuesday and Thursday this month, New York Penn Station is the scene for live entertainment acts and vendors offering handmade jewelry. On Feb. 4, the



bluegrass quartet, Ebony Hillbillies performed. On Feb. 9, Arene Lomax and the Remnant Choir brought their inspirational musical stylings to the station’s rotunda. On Feb. 18, the Circle of Love Older Adult Praise and Dance Ministry will show how it uses dance as a therapy tool for healing the spirit and body. Lomax and Ebony Hillbillies will perform again on Feb. 23 and Feb. 25, respectively.

Philadelphia

The Philadelphia Black History Month Committee is hosting a three-week program with events taking place on the North Concourse every Friday, featuring a health fair, vendor fair and entertainment.

Riverside, Calif.

At the Riverside Call Center, the 29 teams of reservation agents adorn their team bulletin boards with personal remembrances of family and friends as part of their Black History Month observance and erect tabletop displays of African American memorabilia. Call Center Director Yolanda Mentz and her managers judge each of the team boards, with the winning team receiving a \$50 gift card.

“The winning team uses the gift card in an effort to build team cohesiveness,” said Mentz, a member of the Amtrak Cross-Cultural Council. “Some teams have had ice cream socials during the summer months or coffee and donuts for team breaks in the winter.”

Washington, D.C.

For the fourteenth year, an informal group of dedicated employees in Washington is hosting its own Black History Month celebration. “On Feb. 20, Union Station’s Starlight Room will be the venue for singing, poetry and literature as we once again come together to honor the accomplishments and contributions of African Americans and all people of color,” said Secretary Peggy Sheppard. ■

Front Line Focus

Dear Amtrak:

I would like to take this opportunity to praise one of your Sleeping Car attendants that I had the pleasure of riding with on the *California Zephyr*. His name is Bob Heath. From the time he took my luggage and carried it to my roomette in Salt Lake City to the time he deboarded me in Chicago, he anticipated all my needs.

... Mr. Heath did a great job making sure everyone in his car was aware of the announcements made by the conductor and went out of his way to point out sights. ... His presence throughout the trip was very noticeable and gave me an extra sense of security.

Sincerely,
California Zephyr Passenger

Dear Sir/Madam:

This is a letter of commendation for Bobby Chua. He was our service attendant on Train 2 from Los Angeles to New Orleans.

Bobby epitomizes what the passenger expects on an iconic train such as the *Sunset Limited*, namely competent, cheerful, professional, diligent and quality-oriented. Bobby exudes an air of joie de vivre (love of life). I really appreciate how he kept a tone of optimism. ... He cheered us up with his upbeat and witty manner.

Thank you, Bobby. You are a credit to Amtrak.

Sincerely,
Sunset Limited Passenger

This Month In Amtrak History

F E B R U A R Y



February 15, 1978

A sixth San Diego-Los Angeles San Diegan goes into service. On June 1, 2000, Amtrak retired the service, replacing it with the San Diego-San Luis Obispo *Pacific Surfliner*.



February 20, 1999

The new San Antonio, Texas, station opens. Operations were previously housed in the old Sunset Station owned by Southern Pacific Railroad, before temporarily moving to a smaller depot adjacent to the older station. The current station doubles as an entertainment complex located in St. Paul Square near the Alamodome and serves *Texas Eagle* and *Sunset Limited* passengers, with passenger traffic exceeding 48,800 in FY '09.



February 2, 2010

Originally placed into service in 1939 as a Seaboard Air Line Railroad train, the *Silver Meteor* is now 71 years old. In FY '09, this venerable service carried more than 325,000 passengers on its 1,389-mile run from New York City to Miami.

Promotions in Motion



New Microsite Targets African American Market

In celebration of Black History Month, Amtrak has launched a microsite dedicated to African American rail travel. MyBlackJourney.com features information on popular African American cultural destinations served by Amtrak and travel advice tailored to family reunions and travel to and from historically black colleges and universities.

“The site provides information on Amtrak’s involvement and support of events and programs in the African American community and allows registered users to post comments and videos about their Amtrak trips,” said Darlene Abubakar, director, National Advertising.

20 Percent Off Adult Fare to Philadelphia Picasso Exhibit

Amtrak and the Philadelphia Museum of Art have partnered to offer a 20 percent discount for coach travel to Philadelphia on the *Northeast*

Regional and *Keystone* services to view “Picasso and the Avant-Garde in Paris,” an exhibition of artist Pablo Picasso’s work between 1905 and 1945. More than 100 paintings, sculptures and works on



paper will be on view, including “Three Musicians.”

This offer is valid for sale between Feb. 17 and Sept. 8 and for travel between Feb. 20 and Sept. 11. Up to two children between the ages of two and 15 may accompany each adult at half the regular adult fare. This offer is available exclusively through Amtrak.com via the Philadelphia Museum of Art Web site.

Adirondack Offering \$85 Roundtrip Fare

To stimulate travel during the slow winter and early spring season, the *Adirondack* is now offering a weekend roundtrip coach fare of \$85 between New York City and Montreal. Named as one of the top 10 most scenic train rides in the world by National Geographic, the *Adirondack* offers spectacular views as it travels along the Hudson River north to Albany, N.Y., heading into the Adirondack Mountains where it hugs the shores of Lake Champlain.

This offer is valid for sale until April 19 and for travel until April 26, Thursdays through Mondays only. Three-day advance purchase is required and up to two children between the ages of two and 15 may accompany each adult at half the regular adult fare.

Visit Baltimore and Amtrak Strengthen Partnership

Beginning this month, Amtrak and Visit Baltimore (formerly the Baltimore

Area Convention and Visitors Association) will begin a more robust marketing

alliance. As one of only three Visit Baltimore strategic partners, Amtrak

will receive prominent home page exposure and a link on the Visit Baltimore Web site, the Baltimore Buzz monthly

consumer e-newsletter and full-page ads in the consumer and meeting planner print guides.

Amtrak brand name and logo and convention fare information will be included on all registration confirmations processed by Visit Baltimore and Amtrak marketing materials will be prominently displayed at the busy visitors’ center at the Inner Harbor.

An Amtrak 40 percent off companion rail fare has also been implemented to promote leisure travel to Baltimore throughout 2010.

20 Percent Off Fare to Big South Games

For fans of Big South college basketball, Amtrak is offering a 20 percent discount on coach fares aboard the *Carolinian*, *Crescent*,

Piedmont, *Palmetto*, *Silver Star* and *Silver Meteor*. The offer is valid for sale until March 6 and for travel until March 13. Up to two children between the ages of two and 15 may accompany each adult at half the regular adult fare. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary January 2010

AHRENS, ROGER
ABRUZZESE, EVA
ALI, KAREN
ANDERSON, DONALD
ARRUDA, KATHLEEN
BASKERVILLE,
DORIAN
BILODEAU, ROBERT
BOLGER, MARK
BOWE, DAVID
BROWN, RODNEY
BUSH, PATRICK
BUTLER, WILLIAM
BYRNE, KEVIN
CANDIA, JOHN
CANTLEY, GEORGE
CLOSKEY, JOYCE
COCHRANE, ROBERT
COLUMBEL, JOSEPH
DAMERON, ROBERT
DANIELS, WILLIAM
DEANE, SUSAN
DEFFENBAUGH,
JAMES
DOLBERRY,
KENNETH
DOMINICK-
MORGAN, MARY
DUPELL, KENNETH
GLEASON, BRIAN
GLENN, FREDERICK
GOODE, JENIFER

GREEN-WILKERSON,
VIVIAN
HAAS, APRIL
HALES, MAURY
HAMID, IDRIS
HANNON, STEVEN
HARRIS, DENEEN
HARRIS, JEFFREY
HEESER, JOHN
HENDERSON,
MARTHA
HOWELL, LORENZO
HUDSON, ROBBIE
HUTCHINSON,
BENJAMIN
IRIZARRY, ANGEL
JACOBS, RONY
JENKINS, LAWRENCE
JONES, NATHANIEL
KANE, GREGORY
KINNEY, SIMMIE
KOLIFRATH, GENE
KREMEN, PESACH
KRISTON, MICHAEL
LETTOW, KEITH
LITRELL, KEITH
LYNCH, WILLIAM
MARPLE, GARY
MARTIN, WILLIAM
MCKOY, VIVIAN
MITCHELL,
DOUGLAS
MITCHELL, MARY
MOLLOY, KEVIN

MONROE, PATRICIA
MUI, SETE
OCHOA, YOLANDA
OLIVER, DONNA
OLSON, DARRELL
PALACIOS, VIRGINIA
PATTAN, VERNON
PEREZ, MAURICIO
PHILLIPS, MICHAEL
POLLARD, GREGORY
PORTER, DEBORAH
PRYOR, DAVID
ROCHE, SCOT
RUBIN-TUCKER,
MARILYN
SANTOS, RICHARD
SECLOW, ROSS
SPENCE, NANCY
STEWART-MCNAIR,
JUTONE
SZCZERBA, JOHN
TESTA, JASON
THOMAS, ELTON
THOMPSON,
LORENZO
TRENT, LESLIE
TROTTER,
FABRIENNE
TUCKER, TRACEY
ULLMANN, RAY
UTT, STEPHANIE
VILLARREAL,
ROBERT
WEISS, HARRY
WHITE, CHARLOTTE

WHITE, WILLIAM
WILLIAMS, RICHARD

25-Year Anniversary January 2010

ARMSTRONG,
JOANNE
BUTLER, ANDREA
GUERRERO, LUZ
NEGUSSIE, TAMIRU
PRINCE, LARRY
REID, MALVA
RUSH, EILEEN
SANTINI, SUSAN
STEPHENS,
JONATHAN

30-Year Anniversary January 2010

BAILEY, JAMES
BIGGS, RONALD
CONLAN, ROBERT
CONTRISCIANO,
JOSEPH
EDMISTON, JAMES
GLASS, JOSEPH
HIGGINS, JOSEPH
JONES, RALPH
KAZANJIAN, GLENN
MCCANN, HARVEY
MILLER, ROBERT
NEGRETE, RUBEN
NUNEZ, JESSE
OLCOTT, JARED

PEARSON, GREGORY
SCHEXNAYDER, LEW
SHELLEY, PATRICK
SMITH, BOBBY
STELCEL, RONALD
TACKE, CLIFTON
WAYMAN, DENNIS

35-Year Anniversary January 2010

FIELDS, LARRY
MOORE, MICHAEL
SIMS, CLIFTON
STACK, DARRELL
TAYLOR, JEROME

Retirees December 2009

BACKER, JAMES
CARROLL, TIMOTHY
CARTER, RICKEY
CASSELLA, ANDREA
COLEMAN, SAMMIE
COOK, MARGARET
DEFORD, LARRY
DOORISS, MICHAEL
FUQUAY, WILMA
GONZALEZ, ISMAEL
GUNDBERG, PAUL
HANEY, PHILLIP
HART, MARYANN
HOWARD, BARBARA
JOHNSON, DERRICK
KALMEN, PAUL

Employee Milestones

Congratulations to All of You!

LEWIS, BRIAN	LOVETT, WILLIAM	PEREZ, ADOLFO	STEPHENS, HENRY	WHITLEY, JIMMY
LIGHTNER, JOHN	MALONE, JOHN	PIERRE, ADRIEN	TIDWELL, RUFUS	WIERZBICKI, DONNA
LLOYD, JOHN	NARVAEZ, HENRY	SLAVIN, LEROY	UNDERWOOD, STEVEN	WYANDT, WILLIAM
LOKEY, JAMES	PARKER, WILLIAM	SMITH, FRED	VIGUERS, JOHN	

Train of Thought

continued from page 3

these funds to rehabilitate 60 Amfleet, one Viewliner, 20 Superliner cars, and 15 P-40 diesel-electric locomotives.

Beyond the ARRA funding, we're spending \$442 million from our annual capital program to repair and replace tracks, bridges and other infrastructure.

Working with our state partners in Virginia and North Carolina, respectively, we've added new *Northeast Regional* service between Lynchburg and Washington, D.C., with another frequency between Richmond and Washington beginning this summer; and an additional *Piedmont* frequency between Raleigh and Charlotte, N.C., beginning later in 2010.

On the commuter front, we're still ironing out the details to operate all seven lines of the Los Angeles-based Metrolink service.

Improved Financial Performance

For the current budget year, we received \$563 million in federal funding for operations, and it's our duty to spend that appropriation, along with stimulus funds, in an efficient manner. In fact, for FY '10, we will fund 81 percent of our operating costs from all revenue sources, excluding federal and state funds.

Customer Service

We want to offer passengers a travel experience that is convenient, competitive and pleasant. That desire is reflected in the steady rise in Customer Satisfaction Index scores, from 78 percent in FY '07 to 82 percent in FY '09, and overall on-time performance was at 80 percent, a nine-point increase over the previous year.

To sustain this, we're offering free Wi-Fi, at least initially, on *Acela Express* service in March; in November we'll finish up the interior upgrades to *Acela* cars. This year, we're also undertaking an in-depth evaluation of our poorest performing long-distance routes to implement changes to improve customer service, ridership and financial performance.

In the area of e-commerce, we're already making booking tickets easier through the newest generation of Amtrak.com and partnering with Google Transit to include Amtrak routes as part of its trip-planning tool.

Meeting National Needs

Amtrak was created to provide an essential national service and must support the government in its moments of need, and we take this responsibility very seriously. As we grow, so does our capacity to meet those needs, including contributing to national emergency responses, congestion mitigation, emissions reduction and reducing the demand for foreign oil.

We also have a five-year contract with the Federal Emergency Management Administration to use Amtrak trains and crews to help evacuate New Orleans during hurricane season.

Intercity and High-Speed Rail

A little more than half of the \$8 billion recently awarded for intercity and high-speed passenger rail is for state projects that support improvements to current or future Amtrak routes. This is good for Amtrak, but also good for the country, our passengers, the communities we serve and our state partners.

In closing, we're taking serious action to shed the worry that passenger rail is going away.

That's not to say our future is not without challenge. A shaky national economy and the condition of state budgets could hamper our growth while we also contend with the increased foreign and domestic competition the new opportunities portend.

The investments we're making and the steps we're taking to improve will secure our leadership position and enable us to stand out from the competition.

You will hear me restating this message over the next few weeks and months as I travel about the country. We have a lot of projects and initiatives that will come into being this year. So, I plan to be out there, visible and carrying our message forward. ■



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Washington, D.C. 20002

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Behavior, Attitude Contributes to Safety in Lorton

The employees at the Lorton, Va., *Auto Train* station are justifiably proud of their safety record. Whether working to clear snowy walkways or assisting passengers with baggage, each of them works collectively to ensure safe operations at their station.

District Manager,
Stations Tina Brown

(L.-R.) Auto Train Representatives Phil Love, Phyllis Brisueno-Carter, Cynthia Thurston, District Manager, Stations Tina Brown, Auto Train Representatives Drake Farmer, Jane Thomas, Tiffany Jones, Jerry Simpson and Jeremy Smith band together to clear snow and ice from walkways during the recent snowstorm that walloped the East coast.

said that the facility at Lorton, injury-free since February 2000, has a very active Safety Committee, which recently instituted a Safety Star program. The committee reviews monthly safe behavior nominations and selects an employee to receive a Safety Star pin, and whose name is added to a Safety Star plaque displayed in the facility's administrative offices.

Love on the Rails

continued from page 14

“Our guests are still talking about the excellent service and care that they received both at the Amtrak stations in Los Angeles and Santa Barbara, and during the journey,” they said in a letter to Fountain.

The Mayhews’ letter also credited Secretary Amy Lo, Travel Clerk Norm Nicholson, Red Cap Michael Benavidez, Chef Raj Carter, Lead Service Attendant Cory Robideaux, and Service Attendant Gloria Binder for their role in wedding memories.

The Stories Are Endless

According to Superintendent, Passenger Services Lynn Barbarian, love on the rails is as widespread as the track work that spider-webs across the country carrying Amtrak trains. On-Board Services Manager Eliseo Nora recalls a couple from several years ago that was married in the theatre of the Parlour Car on the *Coast Starlight*. Fountain even remembered back to 1983 when singer Rainey Lewis married her husband, Rob, aboard the *Sunset Limited*, honeymooning all the way from Los Angeles to New Orleans with backup band in tow.

For these passengers, it appears, their love affair with Amtrak is the tie that binds them to each other; a wonderful milestone, a treasured memory. ■

ink

A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 3 • March 2010

**A Year Later,
\$1 Billion in ARRA
Funds Fixing
Trains, Bridges,
Facilities**

**Women Keep
Amtrak On Track**

**Amtrak Extends
Hand to Haiti**

DO NOT
BLOCK

CONTROL
DANGER! 480 Volts AC

MS ACT A&RS

CAUTION CAUTION

Quick Quotes

March is National Women's History Month. How would you describe the contributions of women railroaders to Amtrak's success?



"Women's contributions to Amtrak are evident in our ability to successfully hold positions in what were once considered male-only railroad jobs. We now have women within Amtrak in positions such as high-level management, engineers, conductors, police, mechanics, and ticket staff. The innovative ideas and efforts from the women within our workforce have helped Amtrak become a well-rounded and diverse success."

Madelyn Almilli
ticket agent, Fresno, Calif.



"Women railroaders at Amtrak in the early years may not have always been recognized for their contributions, but it is without a doubt that we would not be the company that we are today without them. Their insight, perspectives, talents and skills continue to help strengthen and move this corporation toward a bright and exciting future."

Cornell Wallace
senior analyst, Operating Practices, Chicago



"I'm proud to collaborate every day with smart and innovative women railroaders who each contribute to the success of Amtrak in their own way. My grandmother was a railroader for Boston & Maine and I'm honored to carry on the family legacy."

Vicky Radke
program manager, Loyalty Solutions and Development, Washington, D.C.

Vol. 15, Issue 3, March 2010

On the Cover: One of 15 diesel locomotives expected to return to service by February 2011 as a result of American Recovery and Reinvestment Act (ARRA) funds is in the early stages of an overhaul at the Beech Grove Maintenance Facility.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Train of Thought

In January, I wrote to you about the incredible amount of work ahead of us this year. And I promised I'd tell you more about how — in addition to our own direct stimulus funding — pending grants awarded to states for high-speed and intercity passenger rail could benefit the Amtrak system.

Since then, the Federal Railroad Administration has announced nearly \$8 billion in passenger rail grants. An additional \$789 million of stimulus money was recently awarded for rail improvements through Transportation Investment Generating Economic Recovery (TIGER) grants.

On the occasion of the one-year anniversary of the enactment of the American Recovery and Reinvestment Act, board Chairman Tom Carper recently provided a status report on our ARRA-funded projects at a House Committee on Transportation and Infrastructure hearing (you can read about that update on the next page).

But as we continue toward completion of our own stimulus projects, the coming year requires reaching out to our state partners and freight railroads to help implement these new grant-funded opportunities.

Of the \$8 billion in high-speed and intercity passenger rail grants awarded, \$4.5 billion will help states improve current and future Amtrak routes in 31 states. Projects range from extending the *Downeaster* to Brunswick, Maine; to upgrading the Cleveland-Columbus-Cincinnati corridor in Ohio for new passenger rail services; to installing new right-of-way in several states. All these states will be looking to us for support and it is our collective duty to make sure they get it. We all have unique expertise that can benefit passenger rail improvement and expansion and it's that knowledge that makes us the premier

intercity and high-speed rail operator in America.

Much of the remaining \$8 billion was awarded to California and Florida to develop dedicated high-speed passenger rail corridors. The new systems will illustrate the job-creating power and transportation value that high-speed rail can bring. We will be pursuing opportunities to help develop these corridors and effectively integrate them into the national rail network.

Also worth noting is the \$83 million in TIGER money that was awarded to New York for Phase 1 of the Moynihan Station project in New York City, which will provide a new front door for the nation's busiest rail station. Amtrak has been intimately involved in the planning of this project over the last decade, and we will have a major role in bringing it to fruition.

These are just glimpses of the many projects you and I will be working on during the coming year. But the point is to communicate the magnitude of what is taking place and the huge opportunities — and challenges — that are before us. Things that are happening will not only change the passenger rail network forever, but the industry as a whole. Let's make sure we lead the charge. ■



Joseph H. Boardman

National Train Day Site Built for Employees

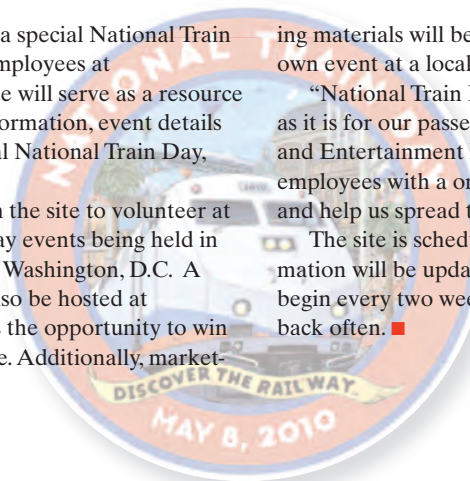
This month, Amtrak will launch a special National Train Day Web site exclusively for employees at www.TrainDay411.com. The site will serve as a resource for employees to find news, information, event details and materials related to the third annual National Train Day, which is slated for May 8.

Employees will be able to sign up on the site to volunteer at one of the four major National Train Day events being held in Chicago, Los Angeles, Philadelphia and Washington, D.C. A series of employee trivia contests will also be hosted at TrainDay411.com, providing employees the opportunity to win gift packages and be featured on the site. Additionally, market-

ing materials will be available for those who wish to create their own event at a local station or facility.

"National Train Day is as much a celebration for employees as it is for our passengers," said Michele White, director, Sports and Entertainment Marketing. "This year, we wanted to provide employees with a one-stop resource to get involved, have fun and help us spread the word."

The site is scheduled to launch on March 10. News and information will be updated continuously, and a trivia contest will begin every two weeks, so employees are encouraged to check back often. ■



A Year Later, \$1 Billion in ARRA Funds Fixing Trains, Bridges and Facilities

One year after receiving \$1.3 billion in American Recovery and Reinvestment Act (ARRA) funds, Amtrak has staked more than \$1 billion in projects currently underway to return stored or wrecked cars and locomotives to service, replace bridges, and improve and repair facilities.

“When this program is complete, we will have added enough equipment for roughly 10 additional trains, with several engines to spare — 10 trains that will allow us to grow revenue and add ridership,” said Amtrak Chairman Thomas C. Carper at a recent congressional hearing.

Testifying before the House Committee on Transportation and Infrastructure, Carper added that, by the February 2011 deadline, work on eight bridges, 38 Amtrak facilities, 270 stations, 81 stored or wreck-damaged cars and 15 diesel locomotives will be complete. ARRA investments have already resulted in a number of cars returning to service, with the first rehabilitated car rolling off the line at the Bear Maintenance Facility last July, slightly less than five months to the day after ARRA was signed into law.

“ARRA has funded a major capacity addition to our fleet, and it’s going to be available at just the right time,” he added. “With the release of the high-speed and intercity passenger rail grants ... several states are going to be looking to add service, and we will be ready.”

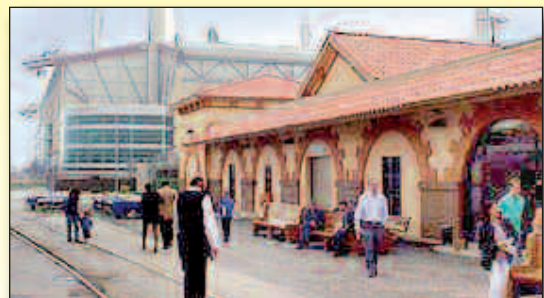
In executing its ARRA projects, Amtrak made job creation a top priority, adding more than 600 full-time positions and 200 jobs among the company’s suppliers.

Many of the major station improvement projects, such as those in Wilmington, Del., and Sanford, Fla., are “discrete efforts without the burden of complex construction work,” making them ideal projects for small businesses. In fact, nearly half of the contracts awarded with ARRA funds have gone to small businesses.

At press time, Amtrak had awarded 371 ARRA contracts totaling \$709.4 million, with slightly more than half of the ARRA funding distributed across the system; the remaining funds are distributed in the Northeast Corridor. The balance of the \$1 billion is in various stages of the procurement process. Contract awards are based on three objectives: getting the best possible value for the money; getting as much done as possible within the allotted time; and making the spending process as transparent as possible.

Carper’s testimony also outlined station projects taking place this year. Many of these projects will be associated with the Mobility First station accessibility program that includes \$38 million in ARRA funding. In all, Amtrak will invest \$144 million from all funding sources in FY ’10 to increase accessibility in compliance with the Americans with Disabilities Act.

“For too long, the lack of funding greatly hindered our ability to make station improvements,” said Carper. “In about five years, however, we expect all stations to be ADA compliant and in a state of good repair.” ■



Corrections: In the February issue, we reported that the *San Diegan* service was retired in June 2000 and replaced with the San Diego-San Luis Obispo *Pacific Surfliner*. That report included an incorrect photo; above left is a corrected photo of the *San Diegan* at a station stop in Oceanside, Calif. We also reported (again with an incorrect photo) that the current San Antonio station (shown on the right) doubles as an entertainment complex. The complex is actually housed in the historic nearby Sunset station. We regret the errors.

Fire and Life Safety Project in New York Tunnels Nears Milestone

Phase I of Engineering's Fire and Life Safety Program to improve the six Amtrak-owned Hudson and East River rail tunnels that carry passengers to and from New York Penn Station is nearing completion, with the second phase of construction efforts also underway. The program involves the construction and installation of modern ventilation and fire standpipe systems, modern communications systems and a variety of safety measures.

The \$900 million, two-phased program is funded by Amtrak — \$54.5 million in the FY '10 capital program funds and \$31.5 million in American Recovery and Reinvestment Act funds — Long Island Rail Road, New Jersey Transit and the Federal Railroad Administration.

"Making our rail tunnels safer and more secure is a top priority, given that the tunnels carry thousands of passengers between New Jersey and New York every day," said Program Director, Fire and Life Safety Clavel Crump.

As part of the project's first phase, three of four ventilation systems at Penn Station, Weehawken and Long Island City already have been rehabilitated and the standpipe fire suppression system has been installed. Construction on the fourth ventilation system at First Avenue, which was delayed due to electrical arcing problems, is slated for completion in December 2011. To address the arcing problem, caused by water leaking onto the catenary, a committee of Amtrak and Long Island Rail Road personnel devised a fix that includes an electrical monitoring system in the shafts that triggers an alarm if voltage rises above a safe threshold.

With the exception of the First Avenue ventilation shaft, the entire project is slated for completion by Feb. 2011.

The overall project also included bringing outdated



The Long Island City Facility (top right) houses one of three completed ventilation systems (shown above). The fourth ventilation system at First Avenue is slated for completion in Feb. 2011.

floodgates that protect Penn Station from an underwater breach of the East and North River to a state of good repair.

"Rehabbing the existing system provides better ventilation in the event of a fire or smoke emergency and ties together with the systems at Penn Station and the First Avenue tunnel," said Stephen Riley, who is the project manager on the Long Island City portion of the program. "It also provides better emergency egress from the tunnel to street level."

Riley added that other Engineering disciplines have been instrumental in bringing his project to fruition. Electric Traction and

Buildings and Bridges employees provided protection for the contractor forces by shutting down power to the catenary or third rails and ensuring that the contractors follow all safety rules while on site.

Communications and Signals employees played a major role in installing the new Tunnel Emergency Communications System, which includes a public address system, a third-rail disconnect system and a series of strobe lights along the tunnels to alert the appropriate parties to a standing train in a tunnel.

Phase II includes repairing tunnel structures, installing plates between ties to facilitate evacuation at the roadbed level,

and replacing the sump system on all six tunnels.

Crump added that the \$31.5 million in stimulus money has allowed the program to close any gaps in funding and create new jobs.

"This allows us to really accelerate our efforts on this important fire and life safety initiative as we move into Phase II," said Crump. ■

Amtrak Extends Hand to Haiti

In the aftermath of the 7.0-magnitude earthquake on Jan. 12 that devastated the island nation of Haiti, Amtrak employees have stepped into the breach as relief efforts mushroomed over the ensuing days and weeks. From all over the Amtrak system, the call for help is being answered with collectible items, travel accommodations and cash contributions.

“This is not the first time we’ve come to Haiti’s aid,” said Manager, Miami Crew Base Karen Shannon. “Back in September 2008, when they were hit by a massive hurricane, we jumped into action to provide assistance.”

Then, as now, Shannon’s crew base, led by Operations Supervisor Jeff Cruickshank, worked with Carib-Link Services, a local freight forwarding company, to collect items such as clothing, shoes, canned goods, non-perishable foods, paper products, vitamins and medicine. Now that the island is fully open to receive these goods, Carib-Link will travel to the island to begin distribution at no charge to Amtrak.

“The response has been overwhelming,” Shannon said. “We’ve been getting stuff from all over the system. In the face of what’s been called a catastrophe of major proportion, our efforts are ongoing, so we need people to keep sending anything to help the affected families rebuild their lives.”

This relief effort is born of a significant number of Miami-based employees of Caribbean descent. One such employee is Lenide Pierre-Antoine, a secretary in the Mechanical department in Miami.

“I give a lot of credit to Jeff, who is from Grenada, as well as my husband [recent Amtrak retiree Herman Pierre-Antoine] for coordinating the shipping of goods to the different organizations,” said Pierre-Antoine. “In the Mechanical department, we also collected a variety of items to aid the relief effort.”

Pierre-Antoine added that, for the most part, her family members in Haiti suffered very little damage in the earthquake.



Lead Ticket Agent Marcia Kostival (R.) assists evacuees displaced by the earthquake that rocked the island nation of Haiti. She and her fellow employees provided disposable diapers, bottles, powdered milk and other supplies during the first weeks after the earthquake.

While an aunt was assumed to be missing, the woman and her son, who is a physician, were actually operating a medical clinic in the front yard of their home.

“I would love to go back home and get involved in the relief effort,” Pierre-Antoine said.

In Orlando, Amtrak employees are assisting the American Red Cross and the Florida Department of Children and Families (DCF) to transport evacuees from Haiti. Thousands of displaced families who are United States citizens or have relatives in the

U.S. are being flown to Orlando-Sanford International Airport, with the state of Florida purchasing Amtrak tickets to transport them to locations in South Florida.

“When the first wave of families arrived from Haiti, DCF only provided them one diaper per child,” Lead Ticket Agent Marcia Kostival said. “So we went out and bought diapers, disposable wipes, bottles and powdered milk. We probably did this for about 15 children during the first few weeks; now, most evacuees are adults.”

With the approval of his bosses in the Northeast Division, Trackman Michael J. Alexandre, a native of La Croix in Haiti, worked with the Connecticut Haitian American Relief Organization to raise more than \$40,000 and deliver bottled water, food and medical supplies to Haiti.

“I’m hoping that, in the future, Amtrak might be able to assist in providing surplus equipment, like work gloves, masks, batteries and flashlights,” said Alexandre. “At this point, the people are in need of many basic survival supplies.”

Though not a company-directed initiative, Amtrak leadership is impressed by how employees have reached out to assist those devastated by the earthquake.

“The efforts of our employees involved in this type of activity certainly reflects positively on Amtrak’s corporate citizenship,” said Lorraine Green, vice president, Human Resources and Diversity Initiatives. ■

Wi-Fi Access Now Available on *Acela Express* and Select NEC Stations

In response to customer demand for Wi-Fi® access aboard trains, Amtrak is now providing AmtrakConnect™ wireless Internet service on its *Acela Express* trains and in most major stations along the NEC. Where available, and during the launch period, the service is free of charge to all in-station and *Acela Express* passengers.

“Amtrak’s customers have been asking for this service, and we’re excited to respond with both an on-board offering as

and Customer Service. “We expect this offering to translate into higher satisfaction and therefore, higher ridership and ticket revenue.”

In addition, according to a recent report, portable technology is transforming the way Americans travel. A survey, conducted by the DePaul University Chaddick Institute for Metropolitan Development last December, measured the use of portable electronic technology by travelers on intercity trains, airplanes and buses, and found that *Acela Express* travelers are among the heaviest users of portable technology, like laptops.

The report also noted the natural advantages that passenger rail has over airlines with respect to technology use, including continuous use throughout a trip, spacious coach configuration that is conducive to laptop use and widely available on-board power outlets.

“Passengers can now expect almost continuous connectivity, even in locations where cellular availability would typically be slow or intermittent,” according to Lenetta McCampbell, senior director, On-Board Systems and Wi-Fi program manager.

After extensive testing of alternative technologies and a competitive bid process, Amtrak selected the Virginia Beach, Va.-based GBS Group and its partner Nomad Digital to deploy AmtrakConnect on *Acela Express*. The introduction of on-board Wi-Fi is only the start of a larger on-board technology program that involves the support of key elements across the company, including Mechanical, Engineering, Information Technology and Transportation.

“Over the next two years, we want to expand into automated on-board announcements, entertainment, moving maps, news and weather,” said Emmett

Fremaux, Vice President, Marketing and Product Development. “This is really just the first step to deliver more and better service to our customers — customers who’ve become increasingly interested in support for their electronics.”

In the past, passengers were only able to access the Internet using a cellular air card or smart telephone with Web capabilities. However, these options are not ideal because users must rely on one carrier’s coverage along the route, and they must be able to receive a consistent cellular signal inside the train. Further, smart phone browsers are often unable to render a significant number of commonly accessed Web pages.

The new on-board Wi-Fi system delivers a more consistent experience by capitalizing on coverage from multiple sources and delivering the bandwidth through a single, full-train network.

The in-station locations for AmtrakConnect, which were activated concurrently with the launch of on-board service on March 1, include Washington Union Station, Baltimore Penn Station, Philadelphia 30th Street Station, New York Penn Station and Providence Station. The Wilmington station will have Wi-Fi upon completion of the station renovations. Amtrak already offers free Wi-Fi in all Club*Acela* locations as well as the Metropolitan Lounge at Chicago Union Station.

On the West Coast, Wi-Fi is available in the Parlour car and Sleeping car only on the *Coast Starlight*. ■



Government Affairs and Corporate Communications Intern Nick Fabiani employs the new AmtrakConnect wireless Internet service aboard the high-speed *Acela Express*.

well as one in our major stations,” said Lead Service Attendant Thomas Laing.

Nearly nine out of every 10 passengers aboard the *Acela Express* are business travelers, and about a quarter of total Amtrak ticket revenue is derived from this premium, high-speed rail service, making it an ideal choice upon which to launch AmtrakConnect.

“This is a major service upgrade,” said Matt Hardison, chief, Sales Distribution



Safe-2-Safer Penetrating the Ranks



Steve Alleman



Hope Love



Debbie Benham

Q&A

Editor's Note: As the first to roll out Safe-2-Safer, the Mid-Atlantic Division is working diligently toward full implementation. Accordingly, Amtrak Ink took an opportunity to ask employees at various ranks within the division to provide their perspectives on Safe-2-Safer and how it will impact Amtrak in the future.

Amtrak Ink: How would you explain what Safe-2-Safer is to your fellow employees who have not yet begun the rollout process in their work location?

General Superintendent Steve Alleman: This is a refreshing approach to risk reduction. Risk reduction is the key to taking Amtrak to the next level of safety thus its name: Safe-2-Safer. Mr. [William] Crosbie [chief operating officer] and Mr. [Richard] Phelps' [vice president, Transportation] support of Safe-2-Safer is incredible and they have built a foundation that we in the field can build upon to ensure a collaborative success.

District Manager Debbie Benham: Safe-2-Safer is a collaborative effort between the corporation and its employees to come together for the sake of safety. It starts from the executive level, all the way down to the men and women that perform these jobs every day, and trains everyone on the safe way to do business.

Clerk Hope Love: It's a wonderful concept that encourages everyone to take part to bring new ideas and old ideas to the minds of all employees. The Mid-Atlantic Division is a frontrunner in operating in a safe manner, but there is always room to improve.

Ink: What involvement have you had in the process?

Love: As a training resource person, I train employees and teach them to stay focused on safety. In other words, let's take it from merely being safe to being safer.

Alleman: The Mid-Atlantic Division has been at ground zero with the inception of Safe-2-Safer. We have worked closely with the cor-

porate Core Team to determine what works and what doesn't work in the rollout process and those lessons learned are being passed on to other operating divisions. Our division Core Team includes Rick Olson and Dave Schramm for Mechanical, Lenore Slimbock from NEC Service Ops, Denny Fencil from Engineering, Debbie Benham, division coordinator and John Tewey with Amtrak Police Department. We are supported by Behavioral Science Technology (BST) coaches George Wollard and Pat Graham, and we have created a bond with a focus on success that I haven't experienced in my 32 years with Amtrak.

Benham: My initial involvement started back in July 2009 when I was approached to be the division's coordinator. I feel I have been given an opportunity to not only grow as a manager but to contribute to the overall safety program that has driven Amtrak for many years and made it one of the leaders in railroad safety. Being the division coordinator also afforded me the honor to be on the Core Team, which sets forth the ideas and principles that will help to guide this program, not only throughout the division but the entire Amtrak system.

Ink: What is the most important difference you have seen as a result of Safe-2-Safer?

Benham: Safe-2-Safer is not only about being safer every time we come to work, but it teaches us about being better managers and looking for innovative ways to work as a team with our direct reports. The biggest thing I see is collaboration and a commitment to Amtrak and our employees. This was evident when we rolled out the initial surveys. Every manager, along with their safety committee members [in the division] rallied together to assist Amtrak in getting those surveys out to every employee. Their efforts and support helped drive the results we got. Many thanks to each and every employee in the division that took the time to fill out the survey.



Alleman: I have always believed that collaboration between management and labor is the key to Amtrak's success. The Mid-Atlantic Transportation team embraced that principle upon my arrival in the division in June 2008, and Safe-2-Safer now allows for a very organized approach to creating a collaborative workplace.

Love: The difference has been an increased vigor in taking daily job tasks and trying to improve in the way we safely do them, and feeling comfortable to pass along safety tips and safety techniques to each other. I also feel much more comfortable talking with my supervisor about how we can improve.

Ink: What final message would you share about Safe-2-Safer?

Alleman: Its principles exist today in the Amtrak culture. Safe-2-Safer will take those inherent principles that we embrace today

and will provide us with additional tools to create a collaborative culture that will be the envy of any industry. The table is set to roll out the program in the Mid-Atlantic Division at the field level and we look forward to doing that in short order.

Benham: This program is different than the ones of years past. The process itself is employee-based and employee-driven. This approach is better because it gives the employees the feeling of ownership. They will be the driving force behind the success of Safe-2-Safer through observation and interactions with their fellow employees.

Love: Get on board now as part of a new team dedicated to always remaining focused on safety. Teamwork is the key. ■

Personal Commitment Underscores Safety Commitment



Emmett Fremaux

To the skeptics, Safe-2-Safer could be viewed as just another corporate initiative to improve how Amtrak does business. Yet, for one Amtrak official, two near-tragic incidents strengthened his personal

commitment to safe behaviors in the workplace, specifically eye safety.

"One Sunday, back in my early thirties, I was pond fishing for largemouth bass when my lure flew back and sunk two treble hooks in my right eyelid," said Emmett Fremaux, vice president, Marketing and Product Development. "The hooks were removed, I was bandaged up for a week and given a

'good chance' that my sight would return to normal. Thankfully, it did."

A few years later, while building a playroom for his new daughter, Fremaux prepared to pound a nail into a stud, ignoring his father's advice to wear safety goggles to avoid possible nail fragments.

"My response was, 'Oh sure, what are the chances of that happening?'"

Almost immediately, the odds worked against him as Fremaux was indeed hit in the left eye with a nail fragment, causing serious cornea damage.

"At this point something changed in me," he said. "I became hyperaware of my eyes' vulnerability to injury. Since then, I've worn safety glasses for any activity that might pose a risk."

But, Fremaux admitted, he initially failed to draw the connection between his experience and Safe-2-Safer.

"The mission of Safe-2-Safer is to teach us how to protect ourselves and each other by reducing our exposure to injury," he said. "It's not about focusing on how not to get hurt when you're engaged in risky behavior, but rather about conditioning your awareness of safety risks and taking action to reduce exposure."

Accordingly, Marketing and Product Development is changing the way it "sees" eye safety. Beginning at the Riverside and Philadelphia Contact Centers, Fremaux is offering his staff mirrored safety sunglasses and clear lens glasses to signal a

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Women Keep Amtrak On Track

Before she retired in January, former Senior Director e-Commerce Kathleen Gordon was at the forefront of company efforts to improve the way passengers booked online tickets and other travel accommodations. Likewise, another recent retiree, former, Senior Director, On-Board Services, Station Operations Pat Willis, led efforts to develop and implement the policies that govern the company's customer-facing employees upon trains and in the stations.

Over the course of their collective 60-plus years of service, these women not only shattered the corporate glass ceiling, but also helped pave the way for the successful women employees such as those profiled below, who make up a little more than 20 percent of the Amtrak workforce.

As the nation celebrates National Women's History Month, Amtrak salutes all women employees past, present and future.

Sheila Smith, administrative assistant, Government Affairs, Chicago

A career-long administrator, Sheila Smith calls herself a "gatekeeper," managing a host of responsibilities. As the

administrative assistant for Ray Lang, senior director, National State Relations, Government Affairs, the Minneapolis native has a perspective on Amtrak born of 32 years of service to the company. From working

Reservations to serving as a secretary or clerk in Environmental Health and Safety, Payroll



Kathleen Gordon



Pat Willis

or Government Affairs and Corporate Communications, she has witnessed the critical contributions her fellow female employees have made.

"The majority of the women employees I've worked with do much more than their job description requires. They take the initiative and do what's necessary to get the job done," said Smith, who is based in Chicago.

Amtrak is a great place to work, according to Smith. "There are many career choices within Amtrak," she said, "and if you find you need a change, the opportunity is there."

Emma Carr, lead service attendant, Acela Express First Class Car

With 32 years under her belt working in On-Board Services as an acting crew base supervisor, training mentor and service attendant, Lead Service Attendant Emma Carr has seen a lot too. She said she agrees with Smith that Amtrak has provided ample career advancement opportunities for all.

"I believe that women have been given equal opportunity to rise in the ranks of management as evidenced by the number of females currently holding supervisory and management positions," Carr said. "We've

contributed to the success of the company by offering a varied and diverse pool of ideas and suggestions that have resulted in positive changes."

With customer service as a key focus, Carr is at the tip of the arrow when it comes to meeting passenger expectations.

"The most enjoyable aspect of my job is the opportunity to meet and interact with so many diverse people while providing them with the kind of outstanding passenger service that they deserve," said Carr, a Franklin, Va., native now living in Richmond. "I came to Amtrak looking for a job and it ended up being the most rewarding career I think I could have ever chosen."

Sandra Larsen, ticket clerk

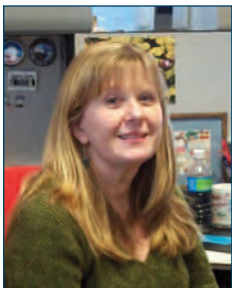
Having spent most of her life self-employed, Ticket Clerk Sandra Larsen now works as an extraboard at the Whitefish, Mont., station, providing ticketing and baggage service for passengers.

"What I find most appealing are the benefits," Larsen said. "Prior to this, I also spent a few years working for the airlines; however, the wages and benefits cannot compare to what Amtrak offers."

Larsen admits that working baggage can offer physical challenges for a woman not used to lifting 50-pound bags. "Personally, I prefer it to joining a gym."

Gay Banks Olson, assistant superintendent, Passenger Services, Pacific Division

Assistant Superintendent, Passenger Services Gay Banks Olson has not been



Sheila Smith



Emma Carr

with Amtrak as long as Smith and Carr, but her varied career in the trucking and railroad businesses, including BNSF, has provided its fair share of both ups and downs.

“There were many challenges, and that might be an understatement,” said Olson, who joined Amtrak in January 2000 as a service manager for the Amtrak *Cascades*® service. “It’s easier to look back with amusement now.”

Olson recalled an occasion when a hiring manager at a trucking company asked her, “Wouldn’t you be happier as the secretary?” and “Are you planning on having any more children?”

“I love to tell those stories now because they are so beyond our current reality,” Olson said. “We must always

strive for a diverse management that mirrors our employee and customer base, but the overriding factor needs to be qualifications.”

There is absolutely no shortage of qualified women and minorities in the workplace, added Olson.

“I would always want to be regarded as a qualified manager before I’m referred to as a female manager,” she said.

As the point person for all aspects of passenger service for the Pacific Division’s Northwest District, overseeing on-board services on the Amtrak *Cascades* and *Empire Builder*, Olson has a global perspective on what can be done to improve her job.

“As Amtrak moves forward with stimulus funds that allow spending in areas of

equipment, infrastructure and information processes, our employees become more effective and our service better,” she said. “I’ve always believed that the single most important part of my job is to ensure that my employees have the tools and information they need.”

As advice to current and potential employees — male or female — Olson suggests that they “be productive, stay optimistic, hone your leadership skills, continue to learn, retain your sense of humor and look for opportunities.”

Olson added that, “Thomas Edison said, ‘Opportunity is missed by most because it’s dressed in overalls and looks like work.’” ■

Personal Commitment

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commitment to Safe-2-Safer. Eventually, all areas of the department will receive the glasses, as a way to reinforce the principles of Safe-2-Safer and gain buy-in to its objectives.

“It’s really good to see that Amtrak is taking a greater interest in the well-being of employees,” said Reservation and Information Clerk Lavinia Jefferson. “I hope this program is a big success.”

As part of this initiative, Fremaux is encouraging his employees to contribute to efforts to build awareness on reducing exposure to injuries by sharing personal stories about how injuries could have been prevented with the use of safety glasses.

“The Riverside and Philadelphia Contact Center teams are going to collect these stories as part of the goal of changing the way we think about working safely together at Amtrak,” said Fremaux. “By offering your story, you’ll be a contributing member of the Safe-2-Safer community, and add to our collective knowledge about eye safety.”

To contribute a safety story, employees can log onto the intranet: “Safety” → “Be Cool ... Be Safe.” For employees without Internet access, an electronic form is available by sending an e-mail to Safe2SaferRiversideContactCenter@amtrak.com or Safe2SaferPhiladelphiaContactCenter@amtrak.com.



Reservation and Information Clerks Tammy Parks and James Coxsey show off their new Winchester-style safety glasses at the Riverside Contact Center.

Q&A with Board Member Nancy Naples

Editor's Note: Nancy A. Naples was nominated by President George W. Bush to join the Amtrak board of directors in May 2007 and was confirmed by the United States Senate in March 2008. She is the chairperson of the board's personnel and compensation committee. Naples previously served as commissioner, New York State Department of Motor Vehicles under Gov. George M. Pataki. Her career in public service began in 1993 when she was elected Erie County (N.Y.) comptroller.

Naples began her career on Wall Street, with such companies as Chemical Bank, Merrill Lynch and Hong Kong Bank. She is a graduate of Marymount College of Fordham University and holds an MBA from Pace University.



Nancy Naples

Amtrak Ink: What got you interested in becoming an Amtrak board member?

Nancy Naples: I've always been interested in public transportation, especially the national rail system. Having traveled on trains extensively in Europe and the U.S., I recognize the railroad as an important mode of transportation.

Ink: What are the general responsibilities of the Amtrak board of directors?

Naples: We oversee the workings of the company and are responsible for determining the strategic direction and making the major decisions for the company, including approval of the annual operating and capital budgets, the strategic plan and the Grant and Legislative request. We also approve senior personnel actions, settlements and major contracts.

In addition, we are kept in the loop relative to revenue and financial performance, marketing and ridership programs, security and safety initiatives and customer service.

Ink: How does the board, with individual members that may have differing views on issues, coalesce behind a common mission or strategy?

Naples: We're an unusual board because we have five out of nine positions occupied at the moment. So, we're a really small group of people. I believe the major reason we don't have differences is that we all have the success of the railroad as our common goal. We all want Amtrak to succeed. Another reason is the leadership of Board Chair Tom Carper, who is a real consensus-builder. His leadership style involves us talking through the issues until we reach a consensus centered on our common goal of Amtrak's success.

Ink: Because Amtrak is subsidized by the federal government, how does corporate governance differ from the private sector?

Naples: In the private sector, the board is at the top. But, since we are funded by the government, our board answers to Congress. It

should be that way, if we're using taxpayers' dollars. We have a duty and a responsibility to answer to them. Also, there are political considerations to take into account as well. We may want to do something or move in a specific direction, but we also have to examine the political outcomes of our decisions.

Ink: What specific challenges do you see facing Amtrak in coming years?

Naples: The new challenge we have, and it's a manageable challenge, is the new world of competition. The recent high-speed rail ARRA [American Recovery and Reinvestment Act] dollars created a whole new emphasis. There are now many others interested in competing with us in this area, so that will be a chal-

lenge for us going forward, positioning ourselves as not only the high-speed rail provider of choice, but the high-speed rail provider of *first* choice. The states recognize our expertise in this area, and I'm confident that we can meet the challenge and expand our safer, greener and healthier rail system across the country.

Ink: What are Amtrak's greatest assets as it partners with states on intercity passenger and high-speed rail projects?

Naples: The board is very open to the new way the railroad business will look; it'll be a huge cooperative effort among us and the states. But, our greatest asset is our people. We have the people and the expertise and the level of training, which is unmatched. That will sustain our position as a leader in this business.

Ink: What parts of the Amtrak system have you seen and what other parts do you hope to see as time goes by?

Naples: I've had many opportunities to take the wonderful ride from Buffalo to Albany and Albany to New York City. I've also traveled on the *Empire Builder* from Chicago to Seattle and took another beautiful ride from Seattle to Vancouver on the Amtrak *Cascades*®. But, I'm also very interested in rail travel in Florida, California and in the Southwest.

Ink: What other interests do you have outside of Amtrak?

Naples: I'm actively involved in community service. For the past 18 years, I've been on the board of the Roswell Park Cancer Institute. I also serve as a trustee of the BISON fund [Buffalo Inner-City Scholarship Fund], which provides scholarships for inner-city kids to attend private schools. We currently have about 1,500 children on scholarship. In the past, I served as a trustee of Canisius College, and as a trustee at the Nardin Academy, a private Catholic school in Buffalo, and an ex-officio director of the Buffalo Fine Arts Academy/Albright Knox Art Gallery. I was also the first woman president of the One Hundred Club of Buffalo, a philanthropic organization that assists families of police, firefighters and emergency service workers killed or injured in the line of duty. ■

Hanford Ticket Clerk Proactive in Reducing Risks

In addition to his regular duties at the Hanford, Calif., station, Ticket Clerk Joe MacDougall travels the length of the San Joaquin Valley ensuring that safety risks are minimized at all stations and that safety equipment and facilities are in good working order. From Bakersfield to Fresno to Stockton and beyond, MacDougall has been instrumental in ensuring that station equipment, from tires to fire extinguishers and first aid kits to personal protective equipment, was brought up to current Amtrak standards in 2009.

"This kind of proactive effort to reduce risks and educate employees on safe practices is exactly what Safe-2-Safer is all about. Joe is creating a safety culture that we hope to have throughout the system," said Peter Hall, senior director, Safe-2-Safer.

As the San Joaquin Valley safety representative, MacDougall is currently working on a 2010 plan to train station personnel on ADA vehicle operation and proper storage of baggage floats, and reviewing safety audits and evacuation plans with station agents.

"With the continued support of management and labor, we constantly strive to ensure passenger and personnel safety in all of our stations," said MacDougall. "That is our goal."

"I can say with confidence that we are removing barriers to safety at all our

valley stations by ensuring they are in safety compliance," added Cindy Camara, district manager, Stations. "It's obvious that every move that Joe makes benefits employees, Amtrak and our traveling public." ■



Ticket Clerk Joe MacDougall (4th from L.) is flanked by Bay Area Safety Committee members (L.-R.) Engineers Mike Poirier and Kevin Gniadek; General Superintendent, Southwest Division Joe Yannuzzi; Conductors Mark Simmons and Ray Belluomini; District Superintendent Lou Bellotti and Assistant Superintendent, Passenger Services Anthony Chapa.

China Service Returns to Coast Starlight

As part of the *Coast Starlight* re-launch that began in May 2008, full china, linens and glassware are again part of the dining service. An initiative begun by Product Development, in conjunction with the Southwest Division and Food and Beverage, the *Coast Starlight* now joins the *Empire Builder* and the *Auto Train* Sleeping car diner as the only long-distance trains to feature china.

"We're looking to position this as the completion of the re-launch, a leveling of premium service with the *Empire Builder* and an opportunity to go greener," said Brian Rosenwald, chief, Product Development. "By converting from plastic place settings and paper table tops to china and linen, we're reducing waste by an estimated 44 tons per year."



Photo: Monika Lukens

Q&A: Inspector General Theodore “Ted” Alves

Editor’s Note: After a three-month comprehensive national search, Theodore “Ted” Alves was appointed Amtrak inspector general last November. Alves was the deputy inspector general at the U.S. Department of Transportation (DOT), retiring in January 2009 after 35 years of federal service. He also held leadership positions at the Federal Emergency Management Agency, the Agency for International Development and the Government Accountability Office.

He also is a 2009 recipient of a Presidential Rank Award presented for his exceptional service to the American people and in recognition of his “sustained extraordinary achievement.”

Amtrak Ink: What made you want to come out of retirement and take on the IG role at Amtrak?

Ted Alves: I had an exciting and rewarding career but, after 35 years, I thought it was time to try retirement. I wasn’t all that sure I would like being retired, but I was committed to giving it at least six months. The difference in my stress level was amazing. But, after a few months, I started getting bored.

So, I started looking around for something to do related to oversight or evaluation of program operations in the public sector. As I was getting serious about going back to work, this amazing opportunity came up. I was and am excited about being the IG at Amtrak because it will be an interesting learning experience for me to work in a corporate environment, and because I think my background will allow me to help advance Amtrak’s important transportation mission.

Amtrak is embarking on an important period of renewal and growth, with many new opportunities to expand intercity, corridor and commuter service and improve operations. It’s an exciting time to be with Amtrak.

Ink: What is the function of the OIG?

Alves: Amtrak’s Office of Inspector General (OIG) was established on April 1, 1989, in accordance with the Inspector General Act. The OIG is an independent and objective entity within Amtrak whose mission is to perform audits, evaluations, and investigations relating to Amtrak programs and operations; promote economy, efficiency, and effectiveness; and prevent and detect fraud and abuse. I strongly encourage employees who become aware of instances of fraud, waste or abuse to call the OIG hotline at 800-468-5469 or visit the AmtrakOIG.com Web site.

Ink: Independence is a key element in how the OIG operates. What is the relationship between the OIG and the rest of the company?

Alves: The IG Act establishes that the IG is appointed without regard to political affiliation and is subject to general supervision

only by the Amtrak board chair. This level of independence creates obvious challenges in terms of maintaining constructive relationships. But, the key is that both the IG and management understand and respect their proper roles in the process and maintain open communications. Both should be committed to a principle of no surprises. The IG has an obligation to keep management informed about findings and recommendations. Similarly, management needs to accept that the IG will issue critical reports and commit to fixing problems.

Ink: What personal philosophy do you bring to the role of inspector general?

Alves: My philosophy is that the IG is part of the company. My goal is to help the company operate more effectively in accom-

plishing its mission and meeting its strategic goals. Being independent and objective means the IG calls them as he sees them, but IGs are also most effective when they are constructive and transparent. So, I want to minimize surprises and make sure that our reports are constructive and contain sound recommendations that are implementable and bring about real improvements.

Ink: How will your philosophy manifest itself in your management style?

Alves: I’ve been impressed with the skills and attitudes of the staff in the office, and have enjoyed working with them. I’m working with them to make some changes in how we operate and how we interact with Amtrak management. I want to make sure that, as we interact with the company, we maintain professional and respectful relationships.

Ink: What are the most important attributes an inspector general should possess?

Alves: Integrity, experience in oversight, people skills to maintain relationships, and leadership skills to run an organization.

Ink: What changes have you made to improve how the OIG operates?

Alves: The Fiscal Year 2010 Consolidated Appropriations Act calls for the OIG and Amtrak management to agree to a set of policies and procedures that meet the letter and spirit of the Inspector General Act by the end of this month. We have held extensive discussions with the Board and Amtrak management to develop a new policy, and I believe the new policy will result in a more effective and constructive working relationship between the OIG and the rest of the company. ■



Ted Alves

K-9 Teams Vital Piece of Station and Train Security

Strategically deployed at stations throughout the system and involved in up to 1,000 train trips a month, the Amtrak Police Department K-9 teams provide a psychological and physical deterrent to potential threats from explosives. These teams are part of a collaborative interagency initiative that includes Transportation Security Administration, federal and state Departments of Homeland Security, and state and local law enforcement agencies.

“Our K-9 teams play a significant role in ensuring that we maintain safe and secure operations in our stations and aboard our trains,” said Chief Operating Officer William Crosbie. “Chief [John] O’Connor’s direction and support have really been instrumental in making Amtrak’s K-9 program excel.”

This first line of defense begins with specialized training and a strong bond between the dogs and their handlers.

For explosives detection, the teams undergo an 11-week training program at either the Auburn University Canine Detection Training Center in Alabama or the Transportation Security Administration facility at Lackland Air Force Base in Texas, where the dogs are trained in odor recognition. During that time, handlers are taught to recognize the changes in their dogs’ behavior as a response to “alerting” on a potential threat. Part of the standard explosives detection training includes vapor wake training, which only occurs at the Auburn Training Center, where the dogs are trained to alert on scents left in the wake of a passing individual.

“These dogs even have the training to detect odors that have lingered in an area for 15 minutes, which is a proactive approach to dealing with and tracking potential suicide bombers,” said APD Capt. William Parker, who was brought on board in 2007 to revamp the K-9 corps. “These dogs are the ‘Michael Jordans’ of what they do. They are among the most sophisticated in the country.”

The Amtrak teams — the only K-9 units in the railroad industry with vapor wake capabilities — were honored last summer with top honors at the National Railroad Canine Competition in Allen, Texas.

Since coming to Amtrak, Parker, a 20-year U.S. Army canine handler/supervisor, has upgraded the K-9 corps from 24 teams to 45, and expects to further increase that number by the middle of next year. This expansion, Parker said, is the result of stimulus funds, TSA and Department of Homeland Security grants and the strong support of Amtrak leadership.

Parker has also instituted a certification standard not previously in place and ramped up the pace of training, using a number of scenarios, including live decoys, luggage and hidden backpacks to strengthen the K-9 corps’ vapor wake and explosives detection capabilities.

“Training is paramount to ensure that the team is effective and proficient at doing its job,” said Parker. “We take the protection of our employees, passengers and infrastructure very seriously. So, we put the teams through consistent, rigorous exercises. We try to make it as real as possible.”

Having worked on last year’s presidential whistle stop train tour into Washington, D.C., and being part of the security detail for the 2010 Winter



APD Sgt. Robert Smith and his canine partner, Zorro, patrol New York Penn Station.

Olympics, how does Parker measure their success?

“Nobody knows they’re there unless something goes wrong, which is a testament to their ongoing efficiency,” he said. “A successful search is one where we don’t find anything. That means we’re doing our job of deterring would-be terrorists and criminals.”

Part of what makes K-9 teams effective is the

high visibility nature of the job, according to one K-9 handler.

“We’re on the front lines at platforms and at gates to detect explosive materials and look for suspicious behaviors based on our training,” according to APD Sgt. Robert Smith, New York Penn Station. “Because we’re in New York City, we’re constantly on alert. Even as things are happening, our proactive approach already puts us in the mix.”

Smith and his Labrador retriever partner, Zorro, are rarely apart, even off duty, giving Smith ample insight into how to read his partner’s moods and abilities to detect dangerous materials in and around the station.

“We train daily and at least three times a week on vapor wake, so I’m constantly learning things about him, how he reacts

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Amtrak Cascades Running Strong During Olympics

Operating as a pilot project through the Vancouver 2010 Olympic and Paralympic Winter Games, the second daily Amtrak Cascades® train between Seattle and Vancouver, B.C., continues to show strong ridership since launching last August. Between August and January, total ridership on the Amtrak Cascades route was 405,434 passengers, for \$12.2 million in revenue. Since the start of the Games, ridership remains strong, although final numbers were not available at press time.

“Our plan has always been to extend the service of the second frequency,” said Kurt Laird, district superintendent,

Pacific Division. “The Olympic Games, along with the growing demand on both sides of the border, make this a sound business

idea and an ideal service for our passengers.”

To help provide additional security during this international event, Amtrak Police and Security stepped up its security measures in the Pacific Northwest, supporting local, state and federal counterterrorism efforts.

“We worked closely with our partners to provide passengers a safe and secure journey during the Games,” said Amtrak Police Chief John O’Connor. ■



This Month In Amtrak History

M A R C H



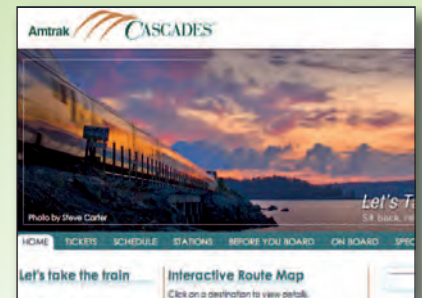
March 6, 1972

Amtrak trains using Central Station Chicago move to Union Station as the former closes. i



March 1, 1975

Paul H. Reistrup, a veteran of C&O/B&O and Illinois Central, succeeds Roger Lewis as Amtrak’s second president.



March 8, 2000

Amtrak announces the launch of AmtrakCascades.com, a new Web site that provides a seamless connection to Amtrak reservations, train status and exclusive Internet discounts. The site also features electronic Amtrak Cascades® postcards, tour packages, and a photo gallery and souvenir shop.

Promotions in Motion

National Train Day Promotion Begins Next Month

To support the upcoming National Train Day events and stimulate repeat business in the off-peak fall travel season, Amtrak is offering a “Buy One Full Fare, Get One at 50 Percent Off” promotion for coach travel between Sept. 7 and Dec. 10. Valid for all routes except the *Acela Express*, the reservation period for this promotion is April 12 through Sept. 30. A three-day advance purchase is required.

“A key objective of this promotion is to grow rail travel awareness and provide future incremental traffic via the companion offer,” said Director, Entertainment Marketing Michele White.

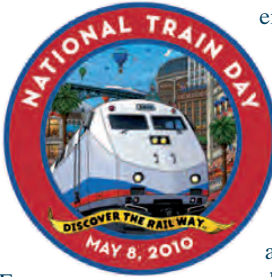
The promotion is being advanced via print advertising in national newspapers with a coupon inset or attachment and coupon distribution at National Train Day events. National Train Day is scheduled for May 8.

Wirefly Cell Phone Purchase Now Good for Amtrak Guest Rewards® Points

Amtrak Guest Rewards members can now earn 5,000 points with the purchase or upgrade of a cell phone and service plan with Points for Wireless, powered by Wirefly, a leading Internet cell phone retailer.

“We are pleased to welcome Points for Wireless to the Amtrak Guest Rewards program as we continue to offer members the opportunity to earn points for the things they do every day,” said Mike Blakey, senior director, Loyalty Marketing.

The Amtrak Guest Rewards points will be posted to the members’ accounts within



eight to 10 weeks of cell phone service activation, and can be redeemed for Amtrak travel, hotel accommodations, car rentals and retail and restaurant gift cards.

The Web site is www.Wirefly.com/Amtrak.

Renewed Amtrak-National Aquarium Partnership Includes Companion Fare Discount

Amtrak and the National Aquarium in Baltimore have renewed a partnership agreement that includes a 40 percent off companion fare discount incentive.

“The alliance is designed to attract a diverse audience to the National Aquarium from other Northeast Corridor cities through Amtrak’s brand name, logo and link exposure in the monthly AquaMail e-newsletter and the Aqua.org Web site,” said Manager, Sales and Marketing Paul Siegel. In 2009, this partnership resulted in a 36 percent increase in incremental promotional fare revenue.

Passengers Can Go Car-Free to San Luis Obispo and Save 20 Percent

Amtrak has partnered with Car-Free San Luis Obispo to enable passengers to save 20 percent when they book a trip online to and from San Luis Obispo on the *Pacific Surfliner* or *San Joaquin* while leaving their automobiles at home.

“Passengers can leave the gas-guzzler at home and take in beautiful views of the Pacific coastline,” said Senior Officer, Loyalty Marketing Doug Clark. “Not only will they help fight global warming, they’ll arrive rested and ready to explore the his-



toric downtown area, take a bike ride through the local vineyards, or hike the surrounding peaks around Morro Rock.”

This promotion is valid for sale until Jan. 28, 2011, for travel through Jan. 31, 2011, and is valid on the *Pacific Surfliner* or *San Joaquin* and associated thruways, except the 7000-8999 series thruways.

Employees Get Discount on “Ancient Rome and America” Exhibit

Amtrak and the National Constitution Center in Philadelphia have partnered to offer employees a deep discount on adult admission to “Ancient Rome and America,” a showcase of the cultural, political and social connection between the lost world of ancient Rome and modern America. The exhibition, which runs through Aug. 1, includes more than 300 artifacts from Italy and the United States. The \$20 adult tickets can be purchased by employees, with an Amtrak employee I.D., for \$11.

This 8,000-square-foot, five-gallery exhibition includes a Roman bronze eagle and American gilt eagle depicting the classic symbol shared by both civilizations, busts of

America’s founding fathers portrayed in Roman togas, and their personal copies of the Roman classics that helped shape their political views. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary February 2010

AHRENS, ROGER
 AQUINO, ALBERTO
 ARCHER, TERRY
 AUGUSTIN, NAZAIRE
 BATISTE, PAULA
 BENNETT, MELANIE
 BOHN, WARD
 BROUSSEAU, RONALD
 CASH, WILLIAM
 CORTE, ANN
 DORVIL, PATRICIA
 ELLIS, JOYCE
 EPPS, TONY
 GALBRAITH, EDWARD
 GALLO, MICHAEL
 HARPER, DONALD
 HILL, MICHELE
 HUTCHINSON, RICHARD
 KARCHER, ROBERT
 LECONA, REBECCA
 LINGO, KATHY
 LYNN, PAUL
 MARPLE, SANDRA
 MARQUEZ, JACKIE
 MARS, PAMELA
 MARTIN, BARBARA

MCGRATH, DANIEL
 MOLINEUX, GEORGE
 MURPHY, JOSEPH
 PEDATI, DONNA
 PIRELLI, CEASAR
 PRICE, CORBETT
 RAMSEY, QUENTON
 RAPHAEL-SCOTT, BEVERLY
 REES, ANDREW
 ROWE, AARON
 RUFO, RENATO
 SCHWARZ, ROBERT
 SMITH, RICHARD
 SMITH-WILLIAMS, HAZEL
 STOKES, SOMSRI
 SUTPHIN, ROBERT
 TERRY, NECHO
 TISDALE, PERRY
 WALKER, ROSEMARY
 WETHERELL, ANDREW
 WHITFIELD, HARVEY

25-Year Anniversary February 2010

BARNES, HARRY
 GRAHAM, FLORENCE

HAMMOND, JOHN
 JACKSON, PRESTON
 OSTROFSKY, CHARLES
 RAE, THOMAS
 SJOSTROM, PAUL
 STOICK, DARIN

30-Year Anniversary February 2010

AMOS, JAMES
 BARR, ANDREA
 BOOKER, BILLY
 BUITENWERF, ROBIN
 CARTER, DANIEL
 CASTANEDA, MARISELA
 CECIL, ATHENA
 CHARLES, JUDITH
 CONAWAY, CLAUDINE
 COOK, JAMES
 COUNTESS, WILLIAM
 DAVIS, KATHLEEN
 DAVIS, MAMIOND
 DAWSON, MARY
 DIX, DAVID
 EMLET, JERRY
 GOLDEN, JIMMIE
 GREELEY, MICHAEL
 GRON, PATRICK

JOHNSON, LENA
 JONES, ANTHONY
 JONES, MELVIN
 KEEFE, LISE
 LEWIS, ERROLL
 LOVE, ROBERT
 MAYO, PATRICIA
 MCCLINCHY, THOMAS
 MCCREADY, STEVEN
 MICKEY, JAMES
 MILLER, DENNIS
 MITCHELL, BILL
 RAGLAND, JACK
 ROBERGE-MOAK, LISA
 ROTHWEILER-NAGLE, MAYGAIL
 SALVATO, MARY
 SCHMIDT, BARBARA
 SCHOLZ, CHARLES
 SEQUIRA, OWEN
 SERVEDIO, GARY
 SKINNER, DONALD
 STALLINGS, GWENDOLYN
 STAMPS, LARRY
 STEWART, JAMES
 TALBOTT, WILLIAM
 TANA, ROSEMARIE
 TARVER, INEZ

THOMAS, LINDA
 VERCHER, VERNON
 WAHLER, WALTER
 WALKER, MYRON
 WALTON, KAREN
 WARD, ROOSEVELT
 WILSON, TONY
 WOODEN, LAVONNE
 YUHAS, KATHLEEN

35-Year Anniversary February 2010

BEST, DANNY
 BYRNE, JULIE
 MONGILLO, WILLIAM
 SCHLORFF, WILBUR
 STUPKA, GARY

Retirees January 2010

AUGHENBAUGH, JEFFREY
 BATES, RILEY
 BIGGS, RONALD
 BLESSING, EMERY
 BRENEMAN, WILLIAM
 BRESS, JOSEPH
 COBURN, ARTHUR
 COLEMAN, JOE
 CRAIG, JESSIE
 CUSICK, ROBERT

Employee Milestones

Congratulations to All of You!

DALY, EDWARD	HARMON, MICHELE	MCCULLOUGH, JOSEPH	PEDEN, JOSEPH	STIGGERS, ALThERA
DEMOTT, JAMES	HARRIS, JOHNNY	MCNERNEY, BRIAN	PETROWSKI, STANLEY	TABETA, REYNALDO
DENNER, JORDAN	HOLMES, LUTHER	MONTANARI, DAVID	PIASKOWSKI, RAYMOND	VILLAMOR, LEONARD
EDMISTON, JAMES	HURLEY, RUSSELL	MOORE-JOHNSON, GRACIE	PINDER, RUSSELL	VILLEGAS, MARCO
FINN, PATRICIA	ISKE, JOHN	MYRICK, JAMES	PRINCE, JEROME	VIOLANO, JOANN
FITZGERALD, KENT	KIRK, ROGER	NAPIER, CORDELL	RUCKER, JAMES	WALTERS, CLARENCE
FONG, ALANA	KISSINGER, ERNEST	NEUMANN, ALFRED	SERBIN, FRANK	WOOD, DEBORAH
FOYE, DAVID	KUZMINSKI, EDWARD	O'MALLEY, THOMAS	SHELTON, STEVEN	WOODS, STEVEN
FRUCI, DOMINICK	LESSIG, RONALD	PARRISH, STEVENSON	SMITH, CLIFFORD	YARBROUGH, DAVID
GALLO, JOSE	MALBERG, HOWARD		SMITH, JOHNNY	ZIMNY, CHARLES
GOODMAN, PAUL	MAZZURANA, ROBERT		STEWART, WILLIAM	
GORDON, MARY	MCBRIDE, MICHAEL			
GOSSETT, BERKLEY				
GREUBEL, ROBERT				

Front Line Focus

Dear Amtrak:

While traveling on the *California Zephyr* from Denver to Oakland, there was an emergency health problem with an elderly gentleman. ... A nurse was called. She established that the man would be OK to continue the trip.

The team of Amtrak personnel couldn't have been more professional and caring in standing by to reassure him that all would be well. The entire incident, observed by many passengers, must have left them with the same positive image of Amtrak as it did me.

There was one individual who exemplified that extra concern the most. His name is [Conductor] Chris Nelson. With more people like him, the future can only look brighter for Amtrak.

Sincerely,
California Zephyr Passenger

Dear Amtrak:

I am writing to commend [Lead Service Attendant] Martina Brewbaker.

Shortly before my train arrived at Boston South Station, I was in the ladies' room when one of my most cherished rings fell from my finger into the toilet. ... When I explained that the ring had belonged to my dead mother, Ms. Brewbaker insisted that train officials call ahead to the station to request that an engineer be on hand when we arrived to retrieve my ring.

... There was someone on hand, but he was somewhat dubious as to whether the ring could be retrieved. Ms. Brewbaker insisted and, after great effort, the ring was retrieved. ... Her efforts were very much beyond the call of duty ... I have never had better service in all my life.

Sincerely,
Acela Express Passenger



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

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Orange City, Iowa 51041

This year's calendar features a stunning photo – taken by Amtrak
employee Gary Pancavage – of a *Northeast Regional* train as it
heads south at Croydon, Pa.



K-9 Teams

continued from page 15

and how to perform a search,” Smith said. “To watch him
in a railroad environment, to watch him jump onto a train
or climb stairwells or cross between cars is impressive.”

APD Officer Stanton Bailey and his partner, a four-
year-old Belgian Malinois named Riot, perform the same
functions at Chicago Union Station.

“Our daily routine consists of screening passengers and
conducting explosive detection sweeps on board trains, in
the terminals, on the platforms and in the station,” Bailey
said. “In doing so, we provide a sense of security for
Amtrak employees as well as passengers. We promote
Amtrak Police’s model of ‘protecting a nation in transit.’”

Both Riot and Zorro will work three or four more
years according to Parker.

“We get these dogs when they’re about two years old,
then it takes another two or three years for the handlers to
really get to know them,” Parker said. “The payoff for all
the hard work they do is to let them go home and just be a
dog while they can still enjoy a good quality of life.” ■



ink

A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 4 • April 2010

FY '10 Green Initiatives Saving Millions of Kilowatt Hours of Computing Energy

Employee Information Portal and Intranet Soon Available to All Employees; Yields Green Benefit

Inventorying and Reporting Part of Approach to Further Reduce GHG

Trails & Rails Tenth Anniversary Part of Long Railroad-National Parks History

THE GREEN ISSUE

Train of Thought

This month, we put the spotlight on environmental stewardship at Amtrak. In these pages, you'll read about advances we're making and challenges we face on the environmental front as we strive for a greener Amtrak for ourselves, our state and commuter partners, and the communities we serve.

This year, Earth Day celebrates its 40th anniversary. Like many movements that call for changes in attitudes, its growth has been an evolution. It takes time for people to recognize a need for change, but it takes even longer for some to ultimately change their own behaviors.

While we're trying to make Amtrak greener, we also aim to make it healthier by making it a better place to work for you. On April 30, we'll be celebrating Employee Appreciation Day. While the events at the 46 locations across the system may differ a little, the intent is to dedicate a day to providing information and resources to help you be greener, safer and healthier.

On May 19, we'll be unveiling a set of resources to help provide you better service and information as an employee. A new Employee Service Center — designed as a call center — will open its phone lines to better serve you with your Human Resources needs. The Employee Service Center complements a new Employee Information Portal that you will be able to access online (also starting May 19) via the Amtrak intranet site to do things like change bank information, view your pay stub or sign up for training. At the same time, we will be providing all employees access to the intranet. While employees whose jobs

require use of a computer may already have access to the intranet, everyone will soon be able to log on to the site from home or a remote location to view a range of valuable resources. If you're one of the employees who does not currently have access, you'll soon be getting information about how to sign on.

This month and next, you'll be hearing more about other things we're doing to make Amtrak healthier for you.

We're striving for a more dynamic Amtrak that is better positioned to take advantage of the opportunities for growth across the country. As I said earlier, it's one thing to recognize the need for change, but it's another to take action to make changes ourselves. I hope you will see some of these investments in our workplace as evidence of our appreciation of our dedicated employees and our commitment to changing the way we do things for the better.

Thank you for all that you do to help us be a safer, greener, healthier Amtrak. ■



Joseph H. Boardman

Employee Appreciation Day Slated for April 30

Friday, April 30 is designated as this year's Employee Appreciation Day, an opportunity for the company to celebrate the workforce's accomplishments of the past and its promise for the future through interaction with senior management, information sharing and vendor participation.

This year's events will take place at 46 major locations across the country and, while each will vary by location, planned activities include personal finance and retirement planning with Fidelity Investments; health and wellness screenings from Aetna and United Healthcare; "green" tips from local energy conservation organizations; and safety tips from Operation Lifesaver and Operation RedBlock. A "Did You Know" booklet that offers information and employee discounts on services from AT&T, Verizon, Nextel, Carnival Cruise Lines, PROFLOWERS, Hertz, and Budget will also be distributed.

To observe National Arbor Day, also April 30, there are plans to offer every employee at each location a tree to plant at their work sites, safety permitting, or at their homes.

"We want to use this day to reinforce those standard positive messages of a 'safer, greener and healthier' Amtrak," according to Recognition Program Manager Carolyn Stagger, "as well as communicate valuable new information on Safe-2-Safer, the new Employee Information Portal, and other new exciting initiatives that have a continued impact on the growth of the company." ■



Reducing Our Carbon Footprint

Welcome to the “green” issue, where we examine Amtrak’s efforts to be a safer, greener and healthier railroad. In these pages, *Amtrak Ink* will show how the company is striving to reduce its carbon and environmental footprint through a number of programs, initiatives and partnerships.

“We have made progress on environmental goals in past years and developed environmental goals in new areas including energy reduction and on-board recycling,” said Roy Deitchman, vice president, Environmental Health and Safety. “Continuing to advance our recycling and waste minimization efforts reduces our impact on the environment and saves money.”

Among the goals for the current fiscal year are reducing utility usage by 2 percent at 10 locations including shops and stations with the highest usage; conducting at least 15 environmental audits for any necessary corrective actions; completing the installation of recycling receptacles on the 20 *Acela Express* trainsets; and increasing the amount of recycled materials at company facilities. The goals were established by the Amtrak Environmental Management Steering Committee, a cross-departmental group of senior managers tasked with developing strategies to reduce the company’s carbon footprint.

Important components of Amtrak’s green efforts are its memberships in The Climate Registry and Climate Counts. The two organizations assist the company with assessing its contribution to greenhouse gas emissions using various tools, protocols and evaluation criteria. At a recent Climate Registry forum in New York City, President and CEO Joe Boardman discussed Amtrak’s record so far, both as a green initiative and a business imperative.

“In our business, lower emissions and energy use are not only worthwhile targets in and of themselves — they are an indicator that you are making the right kinds of improvement in your operation,” he said.

FY ‘10 Green Initiatives Saving Millions of Kilowatt Hours of Computer Energy

By doing things like setting printers to two-sided printing, activating a sleep mode that briefly powers down monitors at the ticket offices after inactivity, replacing 3,000-plus PCs with more energy-efficient hardware, and swapping out older monitors for newer flat-panel monitors, Amtrak reduced its carbon dioxide output by 1,035 tons and saved 1.3 million kilowatt hours in power usage at offices and facilities across the system in FY ‘09.

Now, in FY ‘10, the Information Technology department is working to reduce the company’s total computing energy use by 20 percent by FY ‘12, the equivalent of removing 540 cars from the road.

“Our goal is to eliminate about 3,200 tons of carbon dioxide in FY ‘12 by reducing sustained computing energy use by 369,000 kilowatt hours in FY ‘10 — 9 percent less than FY ‘09 — and 3.7 million kilowatt hours in FY ‘11 — down 11 percent from FY ‘09,” said Chief Technology Operations Officer Joe Malfesi.

Office desktop PCs, monitors, laptops and printers, also known as seat computing, make up nearly 70 percent of the company’s IT computing devices. The remaining 30 percent consists of voice and network devices and the data centers that house the company’s servers. Collectively, they draw about 20.5 million kilowatts of power, which is about 16,000 tons of carbon dioxide. This current CO₂

output is the equivalent to the output of 2,700 cars, according to the U.S. Environmental Protection Agency.

“Our assumption at the beginning was that most of our energy draw would come from the data centers, but our analysis showed that wasn’t the case,” said Mark Haynesworth, program director, IT Operations. “So, we’re focusing on where the real power savings are: personal computers and desktops.”

Among the initiatives to reduce the energy draw are plans to add a “sleep-wake up” function on 5,000 desktop PCs around the company and distribute 3,000 smart strip power cords to employees.

“Based on how you use it, we’re going to very carefully put your computer to sleep at night and wake it up in the morning,” said Haynesworth. “The smart strips enable power to some items, while shutting others down to save energy. Our goal is be transparent to the user, you shouldn’t even notice it.”

The sleep-wake-up mode and smart strips, along with plans to reduce the number of small servers with high-capacity larger servers, are expected to result in an annual power reduction of 4.1 million kilowatts hours and \$325,000 in energy savings, with nominal start-up costs, by FY ‘12.

“We expect to use a portion of these projected energy cost savings for reinvestment in other green IT initiatives,” said Haynesworth. ■

Employee Information Portal and Intranet Soon Available to All Employees; Yields Green Benefit

Beginning next month, all employees will be able to go online to manage personal information such as changing a mailing address or bank information, viewing their pay stub, signing up for training, and applying for posted positions through the Employee Information Portal.

Currently, non-agreement employees use the portal to request leave, and non-agreement managers have some additional functions; the portal will be expanded on May 19 to include agreement-covered employees and new functionality. Also on May 19, the new Employee Service Center, a one-stop

shop to provide timely answers to basic inquiries, begins operation as another resource for employees.

The portal will be accessible through the Amtrak intranet, which for the first time, will be made available to all employees. In the past, employees who do not use a computer at work did not have access to the intranet. Starting on May 19, those employees who previously didn't have access will be able to log

on to the intranet from home or a remote location, and view messages from President and CEO Joe Boardman about company activities, policies, and even a list of vendors that offer employee discounts. However, employees will not be able to access the intranet and the Employee Information Portal from an Amtrak workstation or another person's work computer.

The intranet and the Employee Information Portal not only serve as an excellent resource for employees, but also greatly reduce the amount of paper used throughout the company.

"Using the Employee Self-Service (ESS) feature, employees will be able to electronically submit many Human Resource forms, such as those for changing your direct deposit, address, emergency contacts and W-4 information," said Ron Saunders,



director, Employee Information Management Program. "Fewer paper-based transactions means that employees don't have to wait for paper forms to go through the mail."

The Manager Self-Service (MSS) functions of the portal will also remove tons of paper from recruitment activities. Requisition requests and approvals can be completed via the portal; application forms, questionnaires and resumes can be submitted online; and offer letters and new hire packages can be sent via e-mail, saving both time and paper.

"Even the training is green," Saunders said. "Self-paced computer-based training for ESS and instructor-led, Web-based training for MSS further eliminates paper and also the need for participants to commute to the training. Instructor-led classroom training for MSS is at locations near our stations to encourage the use of public transportation or walking."

Computer-based training is currently underway for all employees — agreement and non-agreement — on the ESS features, including how to update personal information or enroll in a training course. Instructions on how to access the training through the intranet — or a CD for those who cannot access the intranet until May — are also available.

Through mid-May, managers, delegates (those designated to act on managers' behalf), and others (including HR personnel and training coordinators) are undergoing instructor-led training either in person or via a webinar. This group will learn how to approve training requests, create a job requisition and process personnel actions and other HR transactions. The classroom-based training is taking place in Beech Grove, Ind.; Boston; Chicago; Washington, D.C.; Jacksonville, Fla.; Los Angeles; New York; Oakland, Calif.; Philadelphia; Riverside, Calif.; Seattle and Wilmington, Del.

Managers based outside of these locations will receive virtual training through Web meetings. ■

“The portal will be accessible through the Amtrak intranet, which for the first time will be made available to all employees.”

Recycling Program Rolling Along

In the past year, the Mechanical department completed a project to convert and label a trash receptacle for recycling on every café and lounge car throughout the Amtrak system, making recycling available on all routes that have food service. The goal for FY '10 is to increase on-board, station and facility recycling over last year's levels.

"Now that we've completed the labeling in every café and lounge car and have shown success on our *Auto Train* service as well, our plan is to complete the installation of new built-in receptacles for paper, bottles and cans in café cars and First class cars on all 20 *Acela Express* trainsets," said Joanne Maxwell, director, Environmental Programs.

Mechanics at the Ivy City Maintenance Facility in Washington, D.C., began installing the new receptacles on the *Acela Express* trainsets in March and now 12 of the trainsets are equipped with at least one receptacle.

The receptacles are gaining acceptance and usage from passengers. "We've got a recycling bin in the front of the First class car in a space previously reserved for our telephones," said Emma Carr, lead service attendant. "And, we've had a positive response; passengers are actually getting up out of their seats to use the bins."

Installing the new receptacles on the *Acela Express* trains had been delayed due to a redesign of the receptacles for the First class kitchens. However, the Industrial Design team has completed the design and fabrication of the new receptacles, which are being installed as the *Acela* trainsets come into Ivy City during their regular maintenance cycle. The installation will include 40 newspaper receptacles, 20 can and bottle receptacles for café cars and 20 First class kitchen can and bottle receptacles.

"We plan for receptacles of a similar design and build to be developed for the rest of the system," Maxwell said. "We're working with Transportation employees to determine the best locations on the trains, such as unused luggage areas. The Industrial Design group within the Mechanical department will then design receptacles to meet Amtrak and FRA standards."

An awareness campaign is also underway across the system that includes station signage, "Ask Me about Recycling" buttons and lapel pins for station and on-board staff, recycling bins in ticketing and waiting areas, and on-board posters. Conductors on all routes with food service also make on-board announcements, encouraging passengers to recycle their cans, bottles and newspa-

pers and advising on the location of the receptacles.

Later this month, a recycling program is expected to begin aboard the *Hiawatha Service*. This service is unique in that it offers at-seat cart service rather than a café or lounge car, so individuals typically do not move from car to car. A variation from the standard approach, *Hiawatha* trains will include temporary recycling receptacles throughout each consist.

"These temporary receptacles provide an opportunity for crews to place the containers in areas where they will have the most value, as opposed to having an expectation that passengers will voluntarily bring their recyclables to a central location on the train," said Dan Valley, district manager, Stations.

In addition to the labeled receptacles in the café and lounge cars, the Southwest Division is also installing built-in receptacles in every car on the *Pacific Surfliner*, the *Sunset Limited*, the *Southwest Chief* and the *Coast Starlight*.

Wade Smith, senior environmental coordinator for the Southwest Division, said that recycling games and giveaways on the *Coast Starlight* are promoting awareness and interest in the on-board recycling efforts. In addition, the *Coast*

Starlight recently returned to full china, linens and glassware as part of a Product Development initiative.

"By converting from plastic place settings and paper table tops to china and linen, this initiative reduces waste by an estimated 44 tons per year," Smith added.

In addition to the on-board recycling efforts, Maxwell added that the Amtrak Environmental Management Steering Committee, a cross-section of department representatives that developed a number of green goals for FY '10, is looking at ways to increase recycling efforts at Amtrak facilities across the country. In FY '09, recycling and waste disposal programs across the country netted more than 50 tons of paper, 215,000 gallons of used oil, 6,100 tons of steel parts and scrap steel, 16,000 pounds of windows from the coach cars, 6,500 pounds of mattress foam and 100 tons of cable or wire.

"We want to continue to recycle metal parts, scrap metal, batteries and used oil, while also identifying opportunities to recycle additional materials," Maxwell said. "The Mechanical shops and Engineering facilities have found ways to recycle other materials, like textiles, mattress foam, windows, and concrete and wooden rail ties. In the Northeast Division, for example, concrete rail ties are being pulverized for use as construction aggregate." ■



Capital Lighting Program to Reduce 7 Million Kwh of Electricity and Save \$600K Annually

With an eye toward creating a safer work environment, reducing energy costs and saving money, a capital program to replace lighting fixtures at nine Mechanical facilities and the station platforms at Chicago Union Station (CUS) is slated to begin next month.

The existing yellowish high-intensity discharge lighting at the facilities is being replaced with whiter high-bay fluorescent lights; at CUS, installation of induction-type lighting is providing a number of benefits over the existing lights.

“The high-bay fluorescent and induction lighting is 40 percent more efficient than what we’re using now,” said Bob Jones, senior director, Utilities Management. “It lasts longer and its brightness doesn’t degrade nearly as much over time.”

The new lighting, Jones added, can also be controlled automatically via motion sensors, timing devices or photoelectric cells.

The lighting replacement will take place at the Southampton, Sunnyside, Ivy City, Sanford, Lorton and Los Angeles Yards; the

Wilmington, Bear and Beech Grove Shops; and the station platforms at Chicago Union Station. The program will be completed by September 30.

At the Wilmington Shops, electricians removed and replaced 56 lighting fixtures in the Wheel Shop as a test case for installation time and lighting uniformity. In the Locomotive and Electric Shops, eight-tube high-bay fixtures of approximately 480 watts will replace the current 1,108-watt fixtures.

“That equates to 628 watts of

savings per fixture and, in the Locomotive Shop we’ll be replacing 193 fixtures,” said Electrical Technician Fran Trincia. “That is 121,000 watts of power we’ll be saving for basically the same lighting level.”

Before deciding to focus their attention on the nine Mechanical facilities and CUS, Jones and the Energy Reduction Subcommittee he chairs audited energy usage at 13 locations to figure out specifications and standardize the types of lighting fixtures, sizes, wattages and types of bulbs.

“We chose the locations where we could get the best bang for the buck,” Jones said, “based on the amount of energy being used at a facility, the types of lights in use, and a combination of cost-per-kilowatt-hour and the proceeds from local utility company rebate programs. In some cases, local utility companies provide rebates of up to 70 percent of the cost of the new fixtures.”

Jones said that by installing between 1,500 and 2,000 new fixtures, energy usage will be slashed by 7 million kilowatt hours and net \$600,000 in energy savings per year. The project costs \$1.1 million. “The return on our investment is two years, based on current electricity prices, and that doesn’t include any rebates,” he said.

The capital lighting program is the result of a collaborative effort among Engineering, Transportation, Mechanical, Environmental Health and Safety, Finance and Procurement and Materials Management employees.

“From Mr. [Joe] Boardman [president and CEO] to Mr. [William] Crosbie [chief operating officer] to Mr. [D.J.] Staddler [chief financial officer] to facility superintendents and everybody in between, I’ve never seen a situation where more people have worked together for a common goal,” Jones said. “Everybody is engaged to reduce energy consumption.” ■



Boardman Outlines Green Initiative at Climate Registry Forum

Lower emissions and energy use are not only worthwhile goals, but also an indicator that the company is making the right kind of operational improvements, according to Amtrak President and CEO Joe Boardman, who recently delivered the keynote address to the Northeast Climate Policy Forum, sponsored by The Climate Registry. Boardman also cited Amtrak's charter membership in the Chicago Climate Exchange and its distinction as the first railroad to join the Climate Registry as he laid out several company initiatives to become a greener railroad.

In assessing its operational practices, Amtrak has embarked on a number of measures to lower fuel consumption, save fuel and reduce emissions. One of the first areas targeted is idling diesel locomotives. In this area, the Mechanical department installed automatic stop/start devices on the diesel fleet, which shuts down locomotive engines if the outside temperature is above 40 degrees Fahrenheit.

Installing 480-volt transformers at some stations where trains lay over has further reduced consumption. In the past, the engine was kept idling to maintain electrical power for refrigeration and lighting. Now, the trains at those stations are plugged into an electrical system and the engines shut down.

"As a result of these efforts, our diesel fuel consumption and carbon emissions fell by 8.5 percent from 2000 to 2008, while ridership grew more than 27 percent over the same period," Boardman said. "That's the kind of sustainable growth that intercity passenger rail offers."

Amtrak is also taking a new approach to the type of fuel it uses. To comply with new federal regulations, high-sulfur diesel fuel has been replaced with low-sulfur fuel across the company and, in California, the company is experimenting with ultra-low-sulfur

continued on next page

Inventorying and Reporting Part of Approach to Further Reduce GHG

Amtrak has been tracking a portion of its carbon footprint for more than six years and, when it joined the Chicago Climate Exchange (CCX) in 2003, the company committed to reducing greenhouse gas (GHG) emissions from the use of diesel fuel by 6 percent from the baseline years of 1998 through 2001. Last year, Amtrak also joined The Climate Registry (TCR), a non-profit organization founded to set consistent standards for businesses and governments to calculate, verify and publicly report their GHG emissions.

In addition to these significant commitments, Amtrak is engaged in various other efforts to reduce GHG emissions and reduce energy consumption throughout its operations. These include participating in a bio-diesel fuel trial sponsored by the Oklahoma Department of Transportation and Federal Railroad Administration on the *Heartland Flyer* and installing automatic stop/start devices on locomotives to reduce idling.

Amtrak's membership in The Climate Registry has provided a framework for producing the company's first comprehensive GHG inventory, which will include collection of field data and database development. The first official GHG

inventory is expected to be completed in June 2011 for calendar year 2010.

"Right now, concerns about energy independence and the issue of climate change are among the key issues facing our nation," said President and CEO Joe Boardman at a recent Northeast Climate Policy Forum hosted by The Climate Registry (see sidebar). "We all have a stake in finding positive solutions."

Working with field environmental coordinators in the operating departments, Environmental Health and Safety has been conducting detailed fuel, equipment and refrigerant inventories. In keeping with The Climate Registry's reporting standards, they are taking inventory of sources of carbon dioxide, methane, nitrous oxide, hydrofluorocarbons (HFC), perfluorocarbons (PFC) and sulfur hexafluoride, which can be found in combusted gas and diesel fuel, refrigerants and circuit breakers.

"Once the data is compiled, we'll use it to assess current environmental policies, compare ourselves against others in the industry, and identify new opportunities to reduce emissions," said Celia Prentice, senior environmental engineer.

Gathering the data was and continues to be a collaborative process. Station Agent Marvin Pendergrass played a key role in aiding Environmental Coordinator, Transportation Joanie Matsumoto and a host of others in securing information at the station in Albuquerque. Having been an

“The Climate Registry inventory is a major resource to manage and reduce our GHG emissions, but I believe that, collectively, progress to that end begins with the individual employee.”



employee there for almost 23 years, he provided insight into which equipment and systems should be included in the inventory.

“The Climate Registry inventory is a major resource to manage and reduce our GHG emissions, but I believe that, collectively, progress to that end begins with the individual employee,”

Pendergrass said, citing station staff support for a local



mass transit program that resulted in a 28 percent savings on transit passes for employees.

Concurrent with TCR partnership, Amtrak has been rated by Climate Counts, a non-profit organization which provides an independent assessment of a company's commitment to reduce its impact on the environment and climate change. In February, Amtrak was named as one of Climate Counts' six charter companies in its Industry Innovators program.

The six charter companies — including Ben & Jerry's, Clif Bar, REI, Shaklee and Timberland — underwent a rigorous scoring process that tracked the climate change performance of nearly 150 other well-known companies. Using a zero-to-100 scorecard, Amtrak was evaluated on 22 different criteria in four key areas: how it measures its

carbon footprint, reduces its impact on global warming, supports effective climate legislation and discloses its actions to the public. Amtrak's current Climate Counts score is 62, the highest among the transportation-related companies on the list.

“Amtrak is also using new technologies and management actions, along with national policy support for more rail routes, to help reduce national GHG emissions,” said Roy Deitchman, vice president, Environmental Health and Safety.

Finally, the company is extending its longstanding relationship with the Chicago Climate Exchange. Having met and exceeded all interim CCX reduction requirements to date, Amtrak has agreed to continue its commitment to CCX for 2011 and 2012, and reduce emissions by a total of 7 percent from the baseline years of 1998 through 2001.

CCX uses a cap and trade approach, offering economic incentives for achieving the agreed-upon reductions in GHG emissions. Members are given annual emissions allowances in accordance with their own emissions baseline and reduction schedule created by CCX, and those who reduce emissions beyond their targets have surplus allowances, or credits, to sell or bank. ■

fuel to meet state requirements. In Oklahoma, a trial using a blended bio-diesel fuel is underway on the *Heartland Flyer* service, where past testing has shown that the blended form reduces hydrocarbons and carbon monoxide by 10 percent, particulates by 15 percent and sulfates by 20 percent.

“Training has also played a role,” Boardman said. “We've been training engineers to operate locomotives in a fuel-conserving manner, to reduce idling, and to handle the train as efficiently and carefully as possible.”

Boardman also cited electrification efforts as a key energy-reduction component. Northeast Corridor operations are almost completely electrified, with *Northeast Regional* and *Acela Express* trains running on electric power between Washington, D.C., and Boston. The construction of a completely new electric system to power trains between New Haven, Conn., and Boston was completed in 2000 and electrified service was reintroduced on the Philadelphia-Harrisburg line in 2006.

Electrification also paves the way for regenerative braking.

“When you run electricity through a locomotive traction motor, it rotates and drives the train, but when you wish to stop it, the traction motor can be used as a generator,” said Boardman. “Its resistance slows the train, and the rotation of the motor actually generates electricity, which can be returned to the grid as power.”

Eighty percent of the electric locomotive fleet is now equipped with regenerative brakes, with those engines capable of returning up to 8 percent of the energy they use to the power grid as electricity.

Boardman noted, “I think Amtrak has tremendous green potential. I look forward to our partnership with The Climate Registry, and to realizing our hopes for a transportation solution that is safer, greener and healthier.” ■

Paoli Yards Redevelopment One Step Closer to Reality

Through the combined efforts of Amtrak, Conrail and the Southeast Pennsylvania Transportation Authority (SEPTA), the 20-acre Paoli rail yard — a former Superfund site that was contaminated with polychlorinated biphenyls (PCBs) — is now ready for redevelopment.

While plans are not yet final, the redeveloped site in Tredyfflin and Willistown Townships, Pa., is expected to include a new Paoli Transportation Center to better connect travelers and commuters in Chester County to Center City Philadelphia and to the highly traveled Northeast Corridor.

“This PCB-contaminated site was given to Amtrak at its inception. It was cleaned up over past years and is now ready for transformation into a development on previously unusable property, provide an essential travel benefit, and generate real estate

taxes for the two townships,” according to Bruce Looloian, assistant vice president, Real Estate Development.

Superfund is the common name for a federal law designed to clean up hazardous waste sites. The U.S. Environmental Protection Agency can compel responsible parties to clean up the sites. Because of the ownership given to Amtrak by Congress, the company was deemed a responsible party and had to contribute initially to the site cleanup.

The transformation of the rail yard has been years in the making. Originally the main terminus for Pennsylvania Railroad Main Line commuter operations in

Philadelphia, Amtrak took ownership of the Paoli rail yard in 1976, but never used it. Use of the property continued as a commuter rail yard for Penn Central Railroad and then SEPTA commuter trains that were operated by Conrail into the 1980s.

PCB contamination was found on the property and adjacent areas, even impacting Valley Creek, which has one of the last natural trout populations in Southeastern Pennsylvania. The probable source of the

remediation for diesel fuel and benzene was conducted.”

Cleanup costs for the rail yard site were split between Amtrak, Conrail and SEPTA. Costs to address nearby residential properties and stream beds were paid for by American Premier Underwriters, Penn Central’s successor. The \$15 million spent by Amtrak was eventually recovered through a legal settlement with American Premier Underwriters, according to

Caldwell.

To move the redevelopment process along, Amtrak and developer Strategic Realty Investments (SRI) recently signed a memorandum of understanding to initiate project planning.

“In leasing the Paoli rail yard to SRI, we want to transform what was once an under-utilized



PCBs was from insulating oils used in electric locomotives going back to the 1930s, including GG1 locomotives. The rail yard was vacated by SEPTA when it moved its commuter operations to Frazer, Pa., in the 1990s, with various interim cleanups taking place under the EPA Superfund Program. A complete remediation process was concluded in 2005.

“The cleanup of the rail site started in 2001 and included the excavation of PCB-contaminated soil, and the soil was then mixed with cement to immobilize the PCBs,” said Environmental Superintendent Craig Caldwell. “In addition to the soil remediation, groundwater

property into a unique transit-oriented mixed-use development that has a modern train station and a state-of-the-art parking garage as its centerpiece,” Looloian said.

According to an SRI press release, the Paoli Transportation Center will be based on the principles of New Urbanism, which encourages walking and other smart transportation options such as biking, busing and rail travel.

With the cleanup completed and a developer now on board, Amtrak and SRI must now secure approvals from the EPA, SEPTA, the Pennsylvania Department of Transportation, both townships, and numerous stakeholder groups. ■

Moynihan Station Development Gets TIGER Grant

Now that the State of New York has recently signed a memorandum of understanding (MOU) with Amtrak, it will soon be receiving an \$83 million Transportation Investment Generating Economic Recovery (TIGER) grant from the U.S. Department of Transportation to redevelop the old Farley Post Office Building into a new train station named in honor of the late Sen. Daniel Patrick Moynihan (D-N.Y.).

Built in 1912, the Farley Post Office Building was purchased in 2007 for \$230 million by the State of New York for the express purpose of creating the new station. The new Moynihan Station/Penn Station complex is expected to become the region's preeminent transportation center and a catalyst for the nation's largest transit-oriented development district.

The current Penn Station sits between 7th Avenue and 8th Avenue and between 31st Street and 33rd Street. The Farley Post Office Building is across the street on 8th Avenue. The 8th Avenue portion of Farley will house the new Moynihan Station, which will be physically connected to Penn Station. Moynihan Station will provide new facilities for rail passengers, a public station hall, an extension of the Penn Station's West End Concourse, new entrances to the Farley Building from 8th and 9th Avenues, and enhanced subway and street access.

The TIGER grant, awarded in February, ensures full funding for the first of the two-phased development plan.

Phase I involves building new entrances to the platforms through the northeast and southeast corners of the post office, doubling the width of the West End Concourse in Penn Station, providing 13 new "vertical access elements" (escalators, elevators and stairs) and a number of other infrastructure upgrades.

"The Moynihan Station project will benefit Amtrak's passengers by creating a new and improved entrance to New York City," said President and CEO Joe Boardman. "We are committed to working with our partners to make Phase I of the project a reality and look forward to working together on future phases and final implementation."

Although the MOU commits Amtrak to Phase I, no company funds are slated for the project. Funding sources include the TIGER grant, \$170 million from New York state and other sources. Total costs for Phase I is estimated at \$268 million.

"When completed, the widened and extended concourse would span all station tracks and be available to all passengers," said Drew Galloway, assistant vice president, Policy and Development, Eastern Region. "Currently, the West End Concourse serves only Long Island Rail Road passengers."

At an estimated cost of up to \$1.5 billion, Phase II includes construction of a new train station, which will be Amtrak's main base of passenger operations to and from New York City. When both phases are complete, it will yield an approximately 30 percent increase in Penn Station access points for passengers, a roughly 50 percent increase in open space in the Penn Station complex; and direct access from Moynihan Station to up to 12 platforms at track level.

The renovation of Penn Station east of 8th Avenue and the construction of several million square feet of office space remains an ultimate goal.

"A lot of work remains to be done by all before Phase II can commence," Galloway said, "but the MOU provides a roadmap for us to get there."

Pending a final environmental review by the Federal Railroad Administration and approval by the Public Authorities Control Board, construction on the project could begin this summer, with Phase I completed by 2015. ■



Recycling Efforts Garner Local Praise

Ticket Clerk Michael Lucero is all smiles after accepting the Mayor's Business Recycling Award from the city of Fresno, Calif.

Dubbed "Michael Recycle" by his peers, Lucero, along with fellow Ticket Clerk Diana Sibley, is contacting local officials in San Joaquin Valley cities to switch from a regular trash service to recycle service. In addition, Sibley and he are in the process of procuring recycling receptacles for inside each San Joaquin Valley station and ticket office.

From November 2009, when he began keeping track of his ever-growing collection efforts, until press time, Lucero has aided in the recycling of nearly 2,500 pounds of cans, paper, cardboard and batteries from most stations in his area. ■



Photo: Cindy Camara

CREATE Program Awarded \$100 Million

The Chicago Region Environmental and Transportation Efficiency (CREATE) program recently received a \$100 million TIGER (Transportation Investment Generating Economic Recovery) grant under the American Recovery and Reinvestment Act. CREATE was established in 2005 to reduce the bottlenecks in the Chicago area that restrict the flow of freight and passenger rail, and is a first-of-its-kind partnership among Amtrak, the Metra commuter service, the state of Illinois, the city of Chicago, the U.S. Department of Transportation and the freight railroads.

Citing bottlenecks that cost the country about \$200 billion a year, U.S. Sen. Dick Durbin (D-Ill.) said, "The TIGER grant program is a coordinated, comprehensive effort to identify and fund nationally significant transportation projects that will



Amtrak Board Chair Tom Carper addresses the media at the press conference announcing the \$100 million TIGER grant to reduce bottlenecks in Chicago.

improve safety, spur economic development, reduce congestion and create thousands of good-paying jobs across the country."

"Once completed, these CREATE projects will eliminate Amtrak trains having to cross other rail lines at grade, shave minutes from trip times and reduce the potential for conflict with freight operations, all of which enhance safety, on-time performance and overall customer satisfaction," said Amtrak Board Chair Tom Carper.

Carper added that Amtrak and its CREATE partners will reduce pollution from locomotive emissions by more than 1,800 tons annually. ■



Amtrak Joins "Common Sense" Approach to Pedestrian Safety

At a recent press conference at Amtrak's Oakland Maintenance Facility, Caltrain, Caltrans, the Capital Corridor Joint Powers Authority, BNSF Railway and Union Pacific Railroad, along with Operation Lifesaver Inc., banded together with Amtrak to launch Common Sense, a campaign to educate the public about the risks of trespassing on railroad property. The campaign is focused on 18-to-34-year-olds, who make up more than a third of all railroad-

related pedestrian casualties.

Common Sense is a response to the high volume of trespasser fatalities and injuries in California, which numbered 60 and 48, respectively, in 2008. Through the first 11 months of 2009, preliminary figures show that 56 Californian pedestrians were killed in train-related incidents.

Representing Amtrak at the press conference was Amtrak Police Capt. James Martino (pictured), who told the assembled media, "Individuals must make the decision to stay off the tracks. Common Sense drives home that message by raising public awareness and understanding about the risk of trespassing."

The campaign includes an interactive Web site, Internet ads and public service announcements. The Internet ads, videos, safety tips and other information are online at www.CommonSenseUseIt.com.

Executives and Union Leaders Reach Agreement on Important Safe-2-Safer Process

As managers and supervisors in several divisions continue their safety leadership training as part of Safe-2-Safer, a major milestone was reached in recent weeks that lays the foundation for beginning peer-to-peer safety observations — known as the Behavior Accident Prevention Process®, or BAPP — a major program component.

The Safe-2-Safer rollout process is underway in the Mid-Atlantic, Northeast, Southern and Southwest Divisions, as well as backshops in Delaware and Beech Grove, Ind., and Reservation Call Centers. Corporate office locations and the Central and Pacific Divisions are gearing up to begin the rollout over the coming weeks.

Amtrak executives and General Chairmen from nearly every employee union agreed recently on a Memorandum of Understanding that outlines how the approximately 25 Steering Committees responsible for BAPP will be implemented across the system.

The MOU also describes the process for selecting a full-time facilitator for each steering committee.

“The goal is to create a safer work environment for every employee and I think we’ve come up with a great plan that everyone is very happy with,” said Richard Phelps, vice president, Transportation and executive sponsor of Safe-2-Safer.

BAPP is a structured process where local teams of union members called Steering Committees take ownership for safety in their respective locations. Committee members work with their fellow employees to methodically identify safety risks and take the appropriate steps to reduce those risks, such as coaching others on a safer way to

perform a task or working with managers to acquire better tools or schedules that allow employees to work more safely.

Sponsored by a local manager, each Steering Committee will consist of eight to 12 employees representing various unions who will serve two-year terms on the committee. A coach from Amtrak’s program partner — Behavioral Science Technology — will help guide the team throughout the process.

To become a Steering Committee member, an employee must be a union member in good standing and must be nominated by his or her General Chairman.

Each Steering Committee will interview and select a full-time facilitator, who will be

responsible for managing the day-to-day implementation and function of the committee and the BAPP process. Facilitators must also be union members in good standing and must apply for the open position through the Human Resources department.

Those jobs are being posted at <http://jobs.amtrak.com>. This is also a two-year assignment, during which the candidate will be paid for 50 hours per week for all facilitator work at their current bulletined pay rate. Facilitators will continue to accrue entitlements, seniority, vacation time, pay increases and other benefits in accordance with their labor agreement.

After BAPP training, the Steering Committee’s first task is to review injury reports and investigations in their area over the past few years as well as use employee knowledge of major risks to identify behaviors that could prevent those injuries.

The Steering Committee members will

then routinely conduct individual observations of their peers (no supervisors will conduct these observations), taking notes on any safety risks and providing feedback on how to more safely perform the work. Being observed is voluntary and there are no repercussions to refusing. Observation information will be captured anonymously and confidentially so problems can be solved and barriers to safety can be removed.

“There are four important things to remember about the observations,” explained Phelps. “One, they are voluntary and only done with the employee’s consent; two, they are always done openly; three, all data is recorded anonymously; and four, observations will in no way lead to reprimand or discipline. The motto is ‘No Name, No Blame, No Sneak Up.’”

This approach is being used by BNSF, Union Pacific and Toronto Transit. It has also been used at Amtrak in Chicago Union Station and has been very successful in reducing injuries for employees there.

“This process works because it’s among peers and we can talk very openly without fear of repercussions from management,” said Baggageman Leyton Hemmert, who was involved in the pilot BAPP implementation at Chicago Union Station from 2002 to 2005. “We were able to help each other realize when we were at-risk of injury.”

Managers and supervisors will still conduct their own safety observations as required by federal regulations and Amtrak policies, but not as part of BAPP. Safety Committees will also remain in place — Safe-2-Safer is not intended to replace Amtrak’s existing safety practices, but to augment and enhance what the company is already doing well.

The anonymous records from each observation are reviewed, reported and studied by the Steering Committee to identify barriers to safety that can be removed. The Steering Committee will address these issues by working with the management sponsor or other employees to make the workplace safer. ■



This Month In Amtrak History

A P R I L



April 1, 2010

The post-Cliff Black era begins. Black, who was Amtrak's longtime Corporate Communications chief, retired on March 31.



April 4, 1976

The four-axle, 3,200 horsepower F-40PH diesel-electric locomotive enters service. Due to the high pitch generated from its EMD 645E3 diesel engines, the units were dubbed as "screamers." These locomotives were later retired, with some converted to cab/baggage cars for use on short-distance trains outside the Northeast Corridor.



April 29, 1984

Metroliner Service between Los Angeles and San Diego begins; almost exactly one year later, on April 28, 1985, the service ends.

New Department Formed to Focus on High-Speed Rail

To leverage its expertise in high-speed rail and support the company's growth strategy, Amtrak has created a new department solely focused on pursuing high-speed rail opportunities. The High-Speed Rail department will work on the planning and development activities that will enable the company to significantly increase speeds above 150 mph (240 kph) on the Northeast Corridor. It will also pursue partnerships with the states and others to develop federally designated high-speed rail corridors, such as the new projects in California and Florida.

The increasing demand for passenger rail service means new competition from a number of quarters, but company leadership is confident that Amtrak will successfully meet the challenge.

"We will face new competition from companies all over the world, but we have several strategic advantages that we must not waste," according to President and CEO Joe Boardman. "We have assets, partnerships and knowledge that others do not. And most important, we have an extremely skilled team of employees that is unmatched."

The formation of the High-Speed Rail department was approved at the meeting of the board of directors in March. Plans to fill a new department vice president position are moving forward; the position will report directly to the CEO.

"Our new High-Speed Rail department will capitalize on our assets to ensure that we keep our position as the most effective, most professional high-speed rail operator in the nation," Boardman said. ■

Southern Division Crew Members Respond to Derailment

On any routine day, Operations Supervisor Chuck Strickler stresses safety among his crew members. Whether he is encouraging his folks to be on the lookout for proper lifting techniques among their co-workers or avoiding pinch points and other potential injuries, he is a proponent of the notion that safe behaviors prevent accidents and mishaps.

Having what he calls some of the most senior crews, Strickler added that his team is like family, each concerned about each other's wellbeing and dedicated to ensuring that they go home in the same healthy shape in which they reported for duty.

But, creating a safe working environment not only involves sound coaching and a crew-wide safety-driven attitude; it also requires sound training and efficient execution of established procedures to minimize potentially dangerous situations. That was very evident during a recent incident aboard *Silver Meteor* Train 97.

On Jan. 23, Train 97, operating as a West Palm Beach Safety Special to transport 712 safety patrol kids from Washington, D.C., to West Palm Beach, derailed after striking a pile of ballast.

Utilizing emergency preparedness skills learned in Block Training and reinforced by standard operating procedures, Strickler, along with Special Duty Conductor Val Doucet, allayed the fears of the children, chaperones and other passengers and eventually got the train back on the road.

"Over the course of 37 years at Amtrak, I've been involved in numerous grade-crossing incidents, but this was my first derailment," said Strickler. "I could feel the gravel and hear the sounds, and I knew this was something bigger than a grade-crossing incident."

The incident was the result of dispatchers inadvertently directing

Train 97 onto tracks that were out of service, causing the train to derail over uneven piles of ballast that had accumulated on the tracks. Resting comfortably in his sleeper just minutes before the incident, Strickler immediately went toward the head-end where he found the first two coaches filled with smoke.

"My first reaction was to shut off the air blowers to prevent the smoke from circulating throughout the train," he said. "But,

we later found that there was no fire, just smoke from the brake shoes."

What could have been a catastrophic event was prevented by Strickler's concern for the passengers and crew. He personally surveyed each car, visually checking everyone for injuries, working with a group of local nurses and a doctor from the charter group to provide first aid, and keeping group chaperones and passengers informed of the situation. In the end, a few passengers suffered minor bumps and bruises. Brian Plimack, another operations supervisor on board that day, helped escort two employees to a nearby hospital for further medical treatment.

While Strickler and Plimack tended to the passengers and crew, Doucet's "patient" was the train itself. As a special duty conductor, he coordinated with Train and Engine, Mechanical and Engineering to ensure the continued safe operation of the train after the derailment.

"Working with the conductor-in-charge, I managed the long-term coordination with CNOC, apprised them of the damage, and worked with CSX car inspectors to check the equipment before continuing southbound," Doucet said. "I also worked with three mechanics from the Hialeah Mechanical Facility to address any issues."

Three hours after the derailment, Doucet added, the train was cut away from the damaged engine, backed up, and directed onto another track to continue southbound to Richmond, Va., where another locomotive was turned southbound for the return to Florida. As the point person on logistics, Doucet also worked to coordinate arrangements for dumping the holding tanks and watering the train at Savannah, Ga.

According to Strickler, Doucet was invaluable to the overall effort to keep passengers and employees safe.

"He constantly walked the train, making himself available anywhere and everywhere to ensure safe operation," Strickler said. "His actions, along with the rest of the crew, were a combination of a safety-first attitude and proper training and execution." ■



Val Doucet



Chuck Strickler

National Train Day Right Around the Corner

Plans for the 2010 National Train Day are quickly taking shape as events are being coordinated in major locations such as Washington, D.C., Philadelphia, Chicago and Los Angeles as well as numerous other communities across the country. As in past celebrations, National Train Day — scheduled this year for May 8 — will feature live entertainment, interactive and educational exhibits, kid's entertainment, food demonstrations, model train displays and tours of notable private cars, Amtrak equipment, freight and commuter trains.

"Trains have always been an important part of the country's fabric," said Emmett Fremaux, vice president, Marketing and Product Development, "and with the spotlight on 'green' and increasing options for intercity and high-speed rail growth, it's clear that they will continue to drive innovation."

At each of the major event venues, activities include:

- Trains Move our Economy, an exhibit that illustrates how upgrades to Amtrak's infrastructure and expansion of high-speed corridors will create jobs and establish a greener transportation system.
- Go-Green Express, an exhibit that shows how Amtrak is providing greener options for travel.
- National Park Service Trails & Rails volunteers and rangers highlighting how trains have historically influenced the National Park Service and its current partnership with Amtrak.
- Train equipment displays.
- Culinary exhibits that explore the history of dining on trains, including live cooking demonstrations with Amtrak chefs and sample meals in Amtrak's dining cars.



Photo: Philip A. Weibler

Thousand of railfans from across the country enjoy the National Train Day festivities. This year's events are being held in Washington, D.C., Philadelphia, Chicago and Los Angeles, and in more than 50 local communities.

- Model train displays
- Amtrak brand display — "Enjoy the Journey®" — to offer details on Amtrak's range of connectivity, routes, train technology, amenities and on-board offerings.
- AmtraKids Depot, featuring magicians, face painters, arts and crafts, interactive games and giveaways.
- Snapshot Station, which will provide National Train Day keepsake photographs with custom train-themed backdrops.

The Washington, D.C., event is being hosted by television and film actor Taye Diggs, star of ABC's "Private Practice," who is National Train Day's official spokesperson. After flipping the switch on a motorized edible three-dimensional trainscape in New York on Friday,

May 7, Diggs will board a train bound for the nation's capital to host the event from Washington Union Station. The other major locations will feature exhibits unique to their region's rich history with trains.

Philadelphia will host "The History of Baseball's Travel on the Train," an exhibit showcasing memorabilia, photos and video from former professional baseball players who traveled by train to meet their rivals on the baseball diamond. A prominent sports figure will also be on hand to host a panel discussion with the former players.

Chicago will host "The Blues Journey and Connection to the Railroad," which will include performances by Big Bill and Larry "Mud" Morganfield, the sons of legendary blues musician Muddy Waters, and Bobby Rush. Chicago is the last stop in a five-state Amtrak tour, originating in Water's birthplace in Mississippi.

In Los Angeles, the Railroad Bracero exhibit will honor the thousands of Mexicans who came to the United States under a special program to build and maintain the nation's railroad system. To volunteer or get more information, employees should visit TrainDay411.com. ■

Carbonfund.org Enables Offsets for Travel



In addition to its other green partnerships, Amtrak also has had a two-year relationship with Carbonfund.org, which provides passengers an opportunity to purchase carbon offsets for their train travel. Passengers who book their travel on Amtrak.com can click on a link to make a

contribution to finance green initiatives to reduce CO₂ emissions. The contributions fund activities such as tree planting or wind power production, which offset the carbon impact of the passengers' trips.

Amtrak Guest Rewards® members are also contributing to Carbonfund.org projects,

including a reforestation initiative in Nicaragua and the preservation of the Tensas River National Wildlife Refuge in the Mississippi Delta.

In calendar year 2009, Amtrak passengers purchased about 3.9 million miles worth of offsets.

Trails & Rails 10th Anniversary Part of Long Railroad, National Parks History

There has long been a unique relationship between the railroad industry and national parks, dating back to the 1880s. Moving forward into the beginning of the 20th century, railroads played an active role in creating and developing America's parks, encouraging vacationers and long-distance travelers to take the train to these natural wonders.

The Trails & Rails program, a partnership between Amtrak and the National Park Service that educates travelers on the heritage of a specific region while also encouraging train travel, is an extension of this long-standing tradition.

"Celebrating its tenth year, the Trails & Rails program operates on 18 routes, connecting major cities all over the United States," said Alan Orchison, senior director, Field Marketing and Industry Alliances. "Across these routes, T&R volunteers and rangers tell the story of those regions, focusing on natural resources, landmarks or historic events like the Civil Rights Movement or the Revolutionary War."

Sites and routes include the Martin Luther King, Jr. National Historical Site along the *Crescent*, the Rocky Mountain National Park along the *California Zephyr*, the Klondike Gold Rush National Historical Park on the *Empire Builder* route, and Old Bent's Fort National Historical Site on the *Southwest Chief*.

The Trails & Rails-Amtrak partnership offers a number of benefits, including reaching all ages and demographics; enabling National Park Service volunteers and rangers to give back to their communities; and allowing states, regions and local communities to create additional on-board educational programs for passengers. In FY '09, these and the remaining sites and routes included 476 volunteers, 31,812 hours donated by volunteers, 401,600 participating passengers, and 2,397 programs presented.

"We can promote rail travel to parks and protected areas as a fuel-efficient and environmentally friendly way to visit public lands," Orchison said.

The relationship between Amtrak and the National Park Service continues to bear additional fruit



in new ways.

Sunset Limited passengers can make the trip between New Orleans and Los Angeles an educational experience as well. Beginning later this month, *Sunset Limited* passengers will be able to download an audio podcast highlighting the history and sites of interest along the route.

"This audio route guide will cover 2,000 miles of territory and contain nearly 100 anecdotes and fun facts," said Orchison. "A printed version is also available, which is convenient for teachers and people who are deaf."

The podcast was developed by Amtrak, the National Park Service and the Department of Recreation, Park and Tourism Sciences at Texas A&M University.

In addition, to illustrate the ease with which travelers can take the train to visit the

country's national parks, the "Parks in Your Backyard" Web site (Amtraktoparks.com) is up and running, showing users the nearest Amtrak route to featured national park sites, each of which is accessible by public transportation from an Amtrak station.

"With more than 500 Amtrak stops in 46 states and the District of

Columbia, a national park is as close as your backyard," said Orchison.

The new Web site includes a trip wizard that allows users to customize their search based on geographic location and personal interests. Once the user selects a national park,

information on the park and the relevant Amtrak route are highlighted, including a direct link to Amtrak.com to book travel.

The site also includes 15 Amtrak Vacations packages to national parks, monuments, memorials and historic sites.

For the upcoming National Train Day on May 8, Trails & Rails volunteers and rangers will be on hand at the four major event locations — Washington, D.C., Philadelphia, Chicago and Los Angeles — presenting a video presentation on the national parks and other sites of interest in and around those locations.

"Having the volunteers and rangers on the trains and in the major stations for National Train Day further extends the reach of the partnership, allowing us to reach more people, and to highlight the synergy between passenger rail and our national park sites," Orchison said.

For information on Trails & Rails, visit www.nps.gov/trailsandrails. ■

Employee Milestones

Congratulations to All of You!

20-Year Anniversary March 2010

AGUILAR, PAUL
AGUILAR, YVONNE
ANDREWS, LEITA
ASBURY, TERRY
BABIARZ, DOREEN
BATTLE, YVONNE
BOONE, GARY
BOYLAN, JOHN
BREWER, STEVEN
BRIGHAM, ROBERT
BROWN, KENNETH
CANSELO, PAUL
CARTER,
RANTHONE
CARTER, ROBERT
COWAN, LILIANA
CURRY, MONIQUE
CYPRAIN, VALERIE
DEH, VLADISLAV
DORING, JAMES
EIGHMY, STEVEN
EVANS, CAROL
FORD, HENRY
GINYARD, CRAIG
GRAFE, GLENN
HEBERT, PATRICIA

HEYWARD, JUDITH
HOLT, ECTON
HORVATH,
STEPHEN
HOVANESYAN,
GEVORG
IMPERIAL,
NICHOLAS
JONES, MAURICE
LACEY, DONALD
LANERS, JOHNNY
LASANTA, CARMEN
LATIMER, ERIC
LINDSEY, KAREN
LOPEZ, DANIEL
LOPEZ, DEBORAH
LUEYAT, JOHN
MCLOUD,
WALLACE
MCNEALEY, HILRY
MELONI, BRIAN
MENDEZ, JOE
MONTGOMERY,
DARRELL
MORALES, JUAN
MURPHY, RONALD
NAY, CHRISTINE
QUIROZ, JOSEPH
REID, SONYA

REINA, RAFAEL
ROSA, HARRY
SENEVONGSA,
CHAMNIENE
SERRANO,
MARTHA
SLAUGHTER,
KIMBERLY
SPARKS, SAM
STEWART, ROSA
STIPP, MARIA
SUTTON, WYMAN
THOMAS,
CHRISTOPHER
TIBERI, NICHOLAS
TRAINOR, HAROLD
VELTRI, MICHAEL
WHITEHEAD, LOUIS
WILLIAMS,
KENNETH
WILLIAMS, ROBERT
WINGATE,
ANTHONY
YATER, BRENDA
ZAJAC, JOSEPH
ZIGMAN,
KATHLEEN
ZINNO, MICHAEL

25-Year Anniversary March 2010

GRIZELY, JACK
WELCHKO,
RICHARD

30-Year Anniversary March 2010

AGAN, GARY
ANDIMAN, I SUZI
BECKETT, BRENDA
BELL, DANNY
BOWEN, ALAN
BRANCH, RICKY
CANADIATE,
GESSNER
DANIELS, DAVID
DAVIS, DANNY
DILLON, GARY
ENGLE, DAVID
GALES, GLENN
GIBBS, WILLIAM
GIBSON, JOHN
GRAY, GLENN
HAVRILESKO,
LINDA
HERRON, TIMOTHY
HOYO, ROBERT

KINSEY, PATRICIA
KIRK, STELLA
MCKISSICK, LARRY
MELLENE, GALE
MURRAY, WILLIAM
PIERCE, NORMAN
POPP, JAMES
REGINO, THOMAS
RENTMEESTERS,
GREGORY
RICCHIUTI, JAMES
ROSSINI, CARMEN
ROUSSEAU,
DERRICK
SELBY, GLENN
SNODGRASS,
MICHAEL
STEWART, LARRY
STRONG, PETER
TAYLOR, RICHARD
WOZEK, DOUGLAS
35-Year Anniversary
March 2010
BOHNE, RICHARD
HEATH, ROBERT
KUHN, DAVID
OLIVER,
CASSANDRA

Employee Milestones

Congratulations to All of You!

PERRY, PAMELA	BEDSAUL, EVERETT	GIBSON, EVONNE	MULRENIN, RAYMOND	STEPHENS, RICHARD
PIPCHOK, MURRAY	BRAWNER, JAMES	GIBSON, MICHAEL	OLIVO, CARL	TARITY, JOYCE
REZA, JUAN	BUCKLEY, PAUL	GRIFFIN, EDWARD	PARK, KYONG	THORNTON, EDWARD
TAYLOR, JEFFREY	BUCKNER, LEWIS	HAYES, BRUCE	POLLACK, JOSEPH	VALDEZ, FRANCISCO
VAN LENTEN, MARK	BURKS, KATHY	JENNINGS, JAMES	PREECE, ROBERT	WAHLER, WALTER
YABIKU, CARLOS	CALVERT, ARNIE	JOHNSON, ALICE	RAMIREZ, ROBERT	WEBB, KENNETH
Retirees February 2010	CANTWELL, PAUL	JONES, SAUL	RIVERS, CLARK	WOMBLE, MARILYN
ALLEN, BARBARA	DELANE, CHARLES	JONES, MELVIN	SALVATO, MARY	
ALLEN, DOUGLAS	DONALDSON, FREDERICK	LANDA, MARTHA	SCHUTH, PAUL	
ALLEN, EDDY	FLYNN, ROBERT	MANNING, LEE	SETH, ANITA	
BARROW, JEFFREY	GEORGE, EDWARD	MILLER, DENNIS	STEFFNEY, ROBERT	
	GIBSON, EDWARD	MOORE, ELBERT		

Front Line Focus

Dear Amtrak:

I was recently on the *Auto Train* from Sanford, Fla., to Lorton, Va., and had the most pleasant experience. ... [Attendant] Priscilla Lockett was incredibly thoughtful and helped me so much. I was traveling with a service dog, and I was very apprehensive about the experience. She brought me meals to my room and let me know when the train stopped in South Carolina during the crew change so I could disembark with my dog for a few minutes.

... Please let her know how much I appreciated everything she did for me.

Sincerely,
Auto Train Passenger

Dear Sir/Madam:

I'm writing to commend Sleeping Car Attendant Andrea Weeks.

... Ms. Weeks was friendly, attentive and courteous from the start. She exemplifies the "we're glad to have you with us" spirit of the *Empire Builder* literature. Soon after boarding, I began to feel ill. She brought me tea, put down my bed ... arranged for dinner in my roomette ... all without a single complaint or hint of exasperation.

...She made this a memorable trip.

Sincerely,
Empire Builder Passenger



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

Please send address changes to your local
Human Resources office.

Prsrt Std.
U.S. Postage
PAID
Southern MD
Permit No. 305



Photo: Mike Yuhas/Trains Magazine

Amtrak President and CEO Joe Boardman responds to a question about the company photo policy as Train Magazine Editor Jim Wrinn (R.) looks on.

Amtrak-Trains Magazine Town Hall Addresses Railfan Questions

A group of about 275 rail hobbyists and Amtrak employees participated in the first-of-its-kind Amtrak-Trains Magazine town hall last month. At the March 6 event at the Merchandise Mart Conference Center in Chicago, Board Chairman Tom Carper and President and CEO Joe Boardman and others discussed issues of interest to the audience, including the Amtrak photo policy, the current fleet plan and the future of long-distance passenger trains.

"We wanted to talk to the railfan community about the issues that were important to you," Boardman told the crowd. "We wanted you to hear what we were up to; ask us questions and generally get a sense of why we're doing some of the things we're doing."

The town hall also included remarks from Emmett Fremaux, vice president, Marketing and Product Development; Amtrak Police Chief John O'Connor; Transportation General Manager-East Chris Jagodzinski; and Jim Wrinn, *Trains Magazine* editor.

 AMTRAK®
The background of the entire page is a photograph of a busy train station platform. A silver Amtrak train is on the left, and a large crowd of people is waiting. In the foreground, a woman with her back to the camera is looking at her phone. The scene is brightly lit, suggesting a sunny day.

ink

A Monthly Publication for and by Amtrak Employees
Volume 15 • Issue 5 • May 2010

FY '10's First Six Months: Best Ridership Ever

**Amtrak Requests
Supplemental Funds to
Replace Aging Fleet**

**Another Successful National
Train Day**

Quick Quotes

With enhanced customer service contributing to ridership nearing 14 million in the first six months of FY '10, what do you consider Amtrak's most significant customer service improvement?



“On trains and in the stations, cleanliness is of the utmost importance. Overall appearance and smell are pleasant. The renewed attitude and customer focus of our employees are also vitally important.”

Darrell Macon
manager, Jacksonville Crew Base, Jacksonville, Fla.



“We have record ridership because we’re communicating with our customers better than ever, the trains are consistently on time and the daily Customer Service Tips remind us to focus on the passengers and do our best to meet and exceed their expectations.”

Sheena Davis
ticket agent, Ft. Worth, Texas



“The biggest stride made towards the improvement of customer service is the combination of our customer service initiatives coupled with a healthy dose of improved on-time performance. Missouri is a case in point. Better on-time performance equals less customer service complaints. Good on-time performance enhances all our other customer service efforts.”

Dan Steinberg
ticket agent, St. Louis, Mo.

Editor’s Note: As the Amtrak Ink staff travels around the system, we are pleased with the positive responses to the look and feel of the magazine, and appreciate the feedback you’re providing. One such suggestion was to add work locations to the names listed in the monthly “Employee Milestones” feature. You’ll see that this month’s issue does indeed include those details. We look forward to your continued input to improve Amtrak Ink.

Correction: In last month’s issue, we incorrectly stated in “Moynihan Station Gets TIGER Grant” that the Memorandum of Understanding referred to in the article legally “commits Amtrak to Phase I.” In accordance with the MOU, Amtrak is committed to working cooperatively with the Moynihan Station Development Corp. and other New York state entities to finalize a binding agreement for the design, construction, ownership and operation of the Phase I improvements.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Train of Thought

On the heels of Employee Appreciation Day in April, I'd like to share with you a few examples of our efforts to become safer, healthier and a better place to work.

Beginning May 19, employees will have three new and interconnected resources. For the first time, all employees will have access to the intranet, where you can view a range of company information and news. In the past, employees who did not use a computer as part of their jobs did not have access to the intranet, so we've enabled those people to get to it from home or a remote location. Accessible through the intranet, the Employee Information Portal enables all employees to access and update personal information, among other things. In addition to accessing your information online, you can reach our new Employee Service Center for additional Human Resources transactions and information.

We've also responded to the feedback you've provided me and senior management in the last year. Many of you told me you'd never get the results of the Safe-2-Safer survey and nothing would happen as a result. But we committed to doing so and shared the survey results with you in November (they're also posted on the intranet) and have taken action on some of the issues you raised.

First and foremost, in December we — the entire executive committee and I — communicated that ALL injuries during work and/or on Amtrak property must be reported, a requirement that will be an ongoing message to managers as we get deeper into the Safe-2-Safer implementation. Consequently, the number of injuries reported has increased — a trend we anticipated, but that we expect to go down as we reduce injuries through Safe-2-Safer. Because there was a perception that there was more emphasis on the injury ratio itself than on reducing the cause of injuries, we stopped setting safety goals in terms of the injury ratio in January. Accordingly, we are no longer using injury ratios as goals for management employees and are in the process of developing new metrics that are more focused on reducing risk and collaborating to work safely.

We also want to teach our managers better leadership skills. A key element of Safe-2-Safer is leadership training, and we are currently conducting ongoing training for more than 1,100 Transportation, Engineering, Mechanical and APD managers and supervisors in the Mid-Atlantic, Northeast and Southern divisions, as well as the backshops; and we will reach everyone across the system in the coming months.

You've also told me that you want to know more about what we're doing on the security front. We have just reorganized the Amtrak Police Department, which is structured according to three key priorities: Patrol; Corporate Security; and Special Operations (special operations comprises the K-9 Units, Station Action Teams, Intelligence and Counterterrorism Special Agents). Vice President and Chief of Amtrak Police John O'Connor, who now reports directly to me, is in the process of addressing many of the issues raised in the survey. You'll be hearing more about how we're strengthening our approach to policing and security in the coming months.

As a result of your feedback to me, our board of directors and senior management — whether it's during our visits across the system or in the Safe-2-Safer survey and focus group results — we are making tangible changes to help us become a healthier company and a better place for you to work. We certainly have more work to do, but we're headed in the right direction. These efforts take time to really sink in and become part of our way of life, but they are real and will be enduring.

Thank you for your dedication, your optimism and the value you bring to Amtrak. ■



Joseph H. Boardman

Amtrak Requests Supplemental Funds to Replace Aging Fleet

Additional Monies Expected to Support Domestic Rail Manufacturing

In addition to its \$2.1 billion FY '11 budget request, Amtrak is asking Congress for an extra \$446 million for the replacement, expansion and modernization of its aging fleet of locomotives and passenger cars. The \$446 million would set the plan in motion and fund acquisitions, including 130 single-level long-distance passenger cars and 15 locomotives, and help

As part of a comprehensive Fleet Strategy Plan, Amtrak initiated the bidding process last year to buy equipment to meet its most critical needs. The company has recently met with a number of vendors to discuss specifications for the equipment pool. With an eye toward replacing the aging fleet by 2040, the plan calls for an annual purchase of 100 cars beginning in 2012, with as many as 40 locomotives entering the fleet each year.

Unlike commuter services that can be maintained at night, on weekends and during off-peak hours, Amtrak's 24/7 operation requires turnaround time measured in hours. Average annual car miles for Amtrak trains are the highest in the U.S. passenger rail industry. Amfleet I cars that service the *Northeast Regional*, for example, average 158,000 miles each year, more than twice as many miles as Florida's Tri-Rail service, the most heavily operated among the commuter services.

"Imagine you bought a Chevy El Camino back in 1977 and proceeded to drive it from D.C., to New York and back again, every single day since then, with a day and half off every month for maintenance," said Boardman. "That's how hard we run the Amfleets, and they are neither the oldest nor the hardest-run."

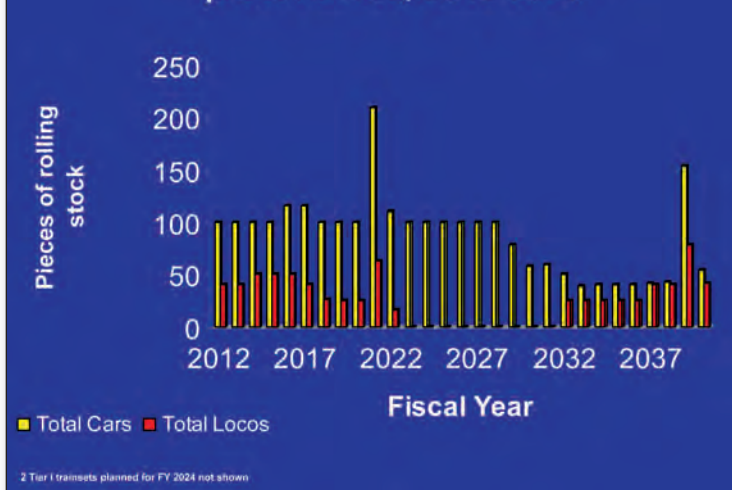
The Fleet Plan also calls for replacing the equipment in regular annual purchases, as opposed to large block purchases, to allow the company to break in new equipment gradually and identify and fix any issues before they become permanent.

"This supports the [Obama] administration's stated intent to develop and sustain a strong domestic rail manufacturing capability ... by projecting long-term scale procurement streams that will nurture and sustain suppliers," Boardman said.

He added that the Fleet Plan can include equipment purchases by states as they develop new or expand existing state-supported corridor services.

"There are going to be some real opportunities to move regions to the next level of service," stated Boardman, "but we must make the supporting investments in our fleet that will make this possible." ■

Planned car and locomotive procurement, 2012-2040



support the development of a domestic rail manufacturing base to create jobs in the United States.

"Between 2002 and 2008, our ridership increased 32 percent and we handled these new passengers without buying a single piece of new equipment," said President and CEO Joe Boardman in testimony before a House Appropriations subcommittee. "That's a remarkable achievement, but one that cannot be sustained indefinitely."

New 401(k) Investment Options Reduce Fees, Add Value to Portfolio

After receiving regulatory approval last summer, Fidelity Investments began working with Amtrak to provide 13 new low-cost Fidelity Funds for its employee 401(k) Retirement Savings plan, beginning May 19. The new investment options will lower costs, allowing employees to save more money for retirement.

“Employees will save on lower fund management fees, or expense ratios, by investing in the new Fidelity Freedom KSM Funds, and those savings will have a positive impact on the overall return of their investment portfolio,” said Treasurer Dale Stein. “We worked hard to make sure the lowest-cost fund share classes offered by Fidelity are available to help our employees better meet their retirement needs.”

The Fidelity Freedom K Funds are typically available only to new Fidelity 401(k) Plan clients; however, Stein successfully negotiated with Fidelity to secure these lower-cost retirement fund options for Amtrak employees even though Amtrak is already an existing Fidelity 401(k) Plan client.

“Some people may not realize that there are employees who are negotiating hard to get the most for their co-workers,” added President and CEO Joe Boardman. “This is exactly the kind of initiative we’re taking to help make Amtrak healthier, by offering a better workplace for our employees.”

Twelve lower-cost lifecycle funds from a new series of Fidelity Freedom K Funds will be added to the Amtrak 401(k) Retirement Savings plan for both agreement and non-agreement employees, replacing the Fidelity Freedom Funds[®]

currently offered. The term “lifecycle” refers to a participant’s planned retirement date and the options are named for that targeted date. For example, an employee enrolled in the Fidelity Freedom K 2030 Fund, expects to retire in or around 2030.

“The Fidelity Freedom K Funds invest in a mix of diversified Fidelity mutual funds that invest in stock, bonds and short-term instruments, and the investment mix will change as you approach your target retirement date,” said Stein. “Generally, the closer you get to retirement, the more conservative the mix becomes.”

One other new investment option to help diversify an employee’s portfolio, the Fidelity Contrafund[®]-Class K, will also be added to the plan from Fidelity’s low-cost K-Share family of funds. This fund’s investment strategy is to invest in the securities of companies whose value Fidelity believes is not fully recognized by the public, and will invest in either growth or value stocks, or both. The fund’s objective is to seek capital appreciation.

Effective as of the close of market on May 19, current plan participants will have their existing Fidelity Freedom Fund balances transferred to the new Fidelity Freedom K Fund investment options. There is no action required on the part of the participant; this will happen automatically. After May 19, all future Freedom Fund contributions will be invested in the Fidelity Freedom K Funds. If employees choose not to invest in the new Fidelity Freedom K Funds, they may select a new investment option prior to May 19, or make the change after the funds have been transferred.

Fidelity Freedom K Funds will have the same management team, investment options and will invest in the same underlying funds as the old Fidelity Freedom Funds. But since they are institutional class funds, they have lower expense ratios — management fees — than the Fidelity Freedom Funds they replace. Accordingly, lower costs increase the rate of return earned on investment because less money is subtracted to cover those fees.

Fidelity Investments sent a letter this month to all employees currently enrolled in the 401(k) plan describing the switch to the new funds and the availability of the Contrafund.

“We continually review our benefits options to provide current and prospective employees with attractive choices, and this move puts more money back in the accounts of the nearly 9,000 employees currently participating,” said Human Resources and Diversity Initiatives Vice President Lorraine Green.

“We certainly would encourage those not currently enrolled to take advantage of this company benefit to save for their future,” said Diane Bolden, workplace planning and guidance consultant for Fidelity. “But, before investing in any mutual fund, please carefully consider your investment options, risks, charges and expenses.”

For a free prospectus, call Fidelity Investments at 800-343-0860 or visit www.fidelity.com. Employees can also log on to Fidelity NetBenefits[®] at www.mysavingsatwork.com/amtrak or call 877-477-AMTK (2685) to schedule an appointment with a Fidelity representative or access their accounts. ■

New Service Center, New Portal and Intranet for All Enhances Access to Employee Information

On May 19, a three-pronged approach to providing employees better access to information and company resources will be unveiled, completely transforming how they update personal information, interact with Human Resources and get other company information.

Central to this approach is the new Employee Service Center. Based in Wilmington, Del., the Employee Service Center will be a one-stop shop for processing HR forms and providing timely and accurate responses to employee inquiries.

“Our leadership team of one director, two managers and two assistant managers has more than 100 years of combined experi-

New to the Amtrak intranet

Login ID and password information, along with instructions on how to access the Amtrak intranet and Employee Information Portal, were mailed directly to employees’ homes and provided with the May 14 pay stub. If you have trouble logging in, please contact the Amtrak Help Desk at 800-772-HELP (4357).

“We’re very excited about how the Employee Service Center will improve employees’ interactions with HR plus help us reach our strategic HR vision,” said Lorraine Green, vice president, Human Resources and Diversity Initiatives.

The Employee Service Center augments the latest release of the Employee Information Management (EIM) System, an Information Technology-Human Resources project that includes a Web portal that will enable all employees — agreement and non-agreement — to manage their own information.

“With the Employee Self-Service feature, employees will be able to electronically change their address, bank information, emergency contacts and W-4 information,” said Ron Saunders, director, Employee Information Management Program. “They can also search for and enroll in online and classroom training.”

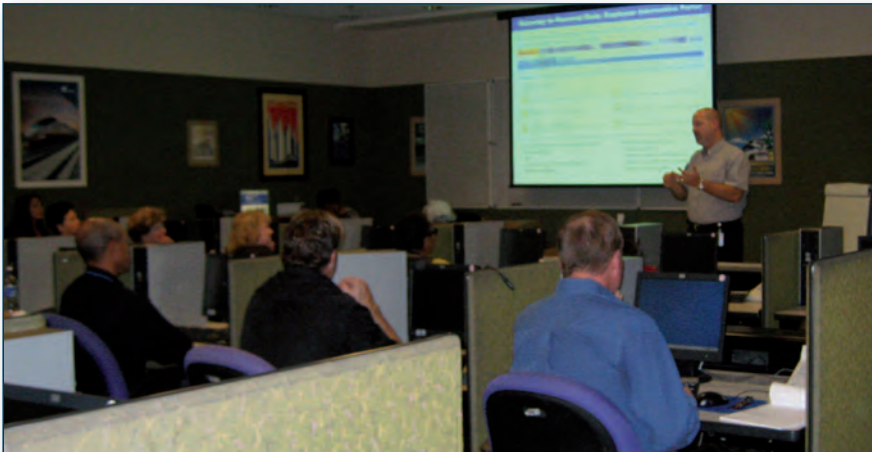
A Manager Self-Service function will enable managers to electronically submit job requisition requests and approvals and view employee qualifications and certifications.

“If you are a manager, or assigned to act on his or her behalf, you need to be sure to sign up for the training,” said Saunders. “The training is critical because many of the duties you now perform on paper will only be able to be performed using MSS.”

The new portal will be available to all employees thanks to an initiative to enable all employees to access the company intranet via the Amtrak.com Web site.

In addition to the Employee Self-Service capabilities, access to the intranet will also allow employees to get company news, messages from the CEO and other company information.

Employees who do not currently use a workstation or access the intranet will now be able to access the intranet from home or a remote location via Amtrak.com. Login and password information was mailed to employees new to the intranet. Employees who have already been assigned a login ID and password should continue to use that. ■



Ron Saunders, director, Employee Information Management Program (standing), leads a presentation at the Western Reservation Sales Call Center in Riverside, Calif., pointing out the benefits the new Employee Information Portal.

ence,” according to Allie Ingalsbe, director, Employee Service Center. “Coupled with an overall staff of 31, we will enhance the quality of service provided to our fellow employees by streamlining many of our processes.”

For basic inquiries, employees will be able to contact one of seven customer support specialists. This team is supported by a Transaction Support team that will ensure that all transactions submitted are handled quickly and efficiently.

Another major benefit of the new center, said Ingalsbe, is that it will free up HR field personnel to partner more effectively with local managers to address issues like organizational restructuring, recruiting strategies and workforce planning.

“If you have a question or need help from HR, you can call the Employee Service Center instead of your local HR specialist,” she said. The new center will be open from 8 a.m. to 8 p.m. Eastern Time, Monday through Friday.

Second Amtrak *Cascades*® to Vancouver Extended Through September

Due to rising popularity and increased ridership on the service, Amtrak *Cascades* second daily service to Vancouver, B.C., is being extended until Sept. 30. From the initiation of the second train in mid-August 2009 through the end of March, ridership on the Amtrak *Cascades* train service to and from Vancouver has more than doubled compared to the same period a year ago.

“The timing of this additional train service between the U.S. and Canada was initiated by the State of Washington in part to facilitate the Olympics in Vancouver,” said Gay Banks Olson, assistant superintendent, Passenger Services. “Now, with the addition of this second train, travelers from Oregon have direct round-trip service between Portland, Ore., and Vancouver, B.C., and those south of Seattle have the option of traveling to and from Vancouver in a single day.”

Ridership was helped along by the 2010 Olympic and Paralympic Winter Games. During the 19-day run of the Olympics, both trains averaged more than 163 passengers with 16 trains sold out or close to capacity. But, despite the Olympic bump in ridership, Olson added that extending Trains 513 and 516 to Vancouver has always been part of a Washington State long-term plan to provide additional service since Amtrak *Cascades* was first put in place.



“Amtrak and the Washington State Department of Transportation originally built the schedule to accommodate a run-through train to Canada once we were able to do so,” Olson said. “The added service benefits American and Canadian passengers alike.”

The Canadian Border Services Agency (CBSA) approved the pilot program to assess the viability of the service. The trial period was extended to provide additional time to review the second train service. ■

SAM Team Conducts Site Visit

Beginning this month, employees at select sites will be visited by the Strategic Asset Management (SAM) team as it conducts a series of presentations to introduce employees to what SAM is all about.

SAM is a company-wide initiative to improve how Amtrak operates by modernizing business technologies, enhancing communication and collaboration across departments, and making it easier to tap into sources of information.

“The purpose of the visits is to provide an overview of SAM — from its objectives to the timeline for implementation — and discuss the key changes to our processes and systems that SAM will bring,” said Don Ford, senior director, Enterprise Resource Planning.

The visits are part of a comprehensive effort to support employee involvement and improve their understanding of the program’s components. Although the itiner-

ary for the visits is not yet finalized, the SAM team is slated for travel to Philadelphia, Beech Grove, Ind., Washington, D.C., and Los Angeles.

“This integration unifies the workforce and expands our visibility into how what we do impacts overall company performance,” Ford added.

While SAM will eventually affect all departments, the first phase — in spring 2011 — targets the Finance, Procurement and Materials Management departments. Over the past several months, the program team has briefed department heads on SAM objectives and benefits. Now, all employees involved in this first release are encouraged to participate in the site visits.

“These visits are part of a comprehensive change management program to increase user understanding and buy-in to SAM,” said



Dave Yingling, director, Change Management-SAM. “One of the main objectives of the visits is to identify employees affected

by the first release who will play a major role in supporting SAM among their peers and to help guide the organization through the implementation.”

The visits will also involve the SAM team collecting and discussing employee feedback via event evaluation forms, interviews and focus groups. That data will be used to measure communication effectiveness and ensure employee questions and concerns are addressed as the program continues toward implementation in 2011.

To learn more about SAM, log on to the Amtrak intranet: “How We Work” “SAM Program” or e-mail sam@amtrak.com. ■

Amtrak Wins Industry Deployer of the Year Award

The Digital Screen Media Association (DSMA), an international group specializing in self-service and digital media technology, recently presented Amtrak with the “Industry Deployer of the Year” for its Quik-Trak self-ticketing kiosks. Chuck Simmers, manager, Automated Ticketing Services accepted the award on Amtrak’s behalf.

“I’m very proud of the teamwork that has supported the ongoing development of our Quik-Trak solution,” said Simmers, who was also selected to serve on the DSMA board of advisors. “And, while the technology applied to Quik-Trak is very

cutting-edge, I’m equally excited about the additional future improvements that will benefit Amtrak and our customers.”

The 331 Quik-Trak kiosks deployed throughout the country currently generate about \$65 million in ticket sales per month, nearly 70 percent of the total credit card sales volume. Continuous improvement,

made possible through customer research and feedback, has allowed Amtrak to support its customers’ needs and continue to grow business cost-effectively. By placing kiosks instructions in prepaid booking documents, for

example, the Quik-Trak team converted 200,000 customers who made past reservations through the call centers to Quik-Trak users.

Fully compliant with Americans with Disability Act requirements, the kiosks are also highly reliable, regularly operating with between 98.5 percent and 100 percent availability. Transactions for Web-based purchases through Amtrak.com are delivered in no more than 15 seconds, aided by barcode scanning capability. Customers visit Amtrak.com, make a credit card purchase and then receive a confirmation that includes a barcode that is then scanned through the Quik-Trak kiosks. As a security measure, the barcode scanning also eliminates consumers having to swipe their credit cards in the kiosks after having made their initial online payment.

“Barcode functionality was initially introduced for Web purchasers in October 2008 and has played a substantial role in driving the surge in monthly self-service ticket sales,” Simmers said. ■



Chuck Simmers (center) is flanked by Senior Manager, Application Systems Engineer, Self-Service Ticketing Stan Montgomery (L.) and Director, Station Sales Support Mike Toczylowski after accepting the Deployer of the Year Award from DSMA for his team’s work on the Amtrak Quik-Trak kiosks.

Front Line Focus

Dear Amtrak:

...I (a 75-year-old woman) got off the Chicago to Port Huron, Mich., train in Niles, Mich., with a suitcase, heavy shoulder bag and purse.

About 30 minutes later, I was trying to buy milk at the supermarket and, to my great dismay, discovered no billfold. When I went back to my car ... my cell phone rang. It was my son calling to tell me that [Assistant Conductor] Shawna Madison had called to tell him she had a) found my billfold, b) would leave it at the Kalamazoo stop since the Niles office was closed, and that c) it would come back to Niles on Sunday morning on the next train.

... I picked up the billfold on Sunday morning with all intact. I’m sure you can imagine the thoughts that race through one’s head. The professionalism and honesty with which Ms. Madison handled my mishap will be remembered for a very long time.

Sincerely,
Blue Water Passenger

Dear Amtrak:

... I embarked on a trip from Los Angeles to Tacoma, Wash., ... when I first noticed the professional competence of [Service Attendant] Roman Vergara. His first major challenge was helping a guest that could not communicate plus had some serious physical issues. Roman handled this like a pro. A number of his guests had physical concerns and limitations, yet they were always met with a smile.

The reason this is a big deal for me is that I research human behavior and took Amtrak for the social exercise. ... I had many interactions with other guests and your staff, but I must say that Roman hit a home run in my eyes. Amtrak is very fortunate to have Roman as part of the team.

Sincerely,
Coast Starlight Passenger

Positive Train Control Making Headway Ahead of Federal Deadline

By 2012, Amtrak expects to complete the expansion and build-out of its train collision prevention technology along the company-owned tracks along the Northeast Corridor and on the Michigan Line, well in advance of a congressional deadline.

Amtrak submitted its Positive Train Control Implementation Plan to the Federal Railroad Administration last month, which includes details ranging from how the company will meet regulatory requirements for PTC installation, to risk analysis, interoperability plans and signed agreements with host railroads. To manage PTC implementation, Amtrak also established a new senior director position reporting to Deputy Chief Engineer, Communications and Signals Keith Holt.

“Everything is in the design phase right now,” according to Holt. “And, we’ve contracted with GE Transportation Systems to build out the PTC system on the Michigan Line and with Alstom for the design and layout of the system on the Northeast Corridor.”

“*Interoperability is essential to maintain safety as freight and passenger trains pass from one PTC system to another.*”

PTC technology can control train movements to prevent train-to-train collisions, derailments caused by excessive speed, and to protect roadway workers from injury by

slowing or stopping trains from entering work zones. Prior to 2008, PTC systems were voluntarily installed by various carriers. However, the Rail Safety Improvement Act of 2008 mandated widespread installation of PTC systems by December 2015. Amtrak will complete its installation three years ahead of the mandated deadline.

On the NEC, Amtrak has implemented the Advanced Civil Speed Enforcement System, a type of PTC, on many sections of track between Washington, D.C., and Boston. It supplements the existing cab signal/automatic train control system to support operations of up to 150 mph (241 kph).

On most of the Michigan Line, another form of PTC called Incremental Train Control System (ITCS) is currently installed between Kalamazoo, Mich., and Porter, Ind. That segment of track

was selected because it offered the greatest opportunity for higher speed increases. Using stimulus money, ITCS will be installed on the last two remaining sections of track on the western and eastern ends of the line between New Buffalo, Mich., and Porter, Ind., and between Oshtemo and Kalamazoo, Mich.

“Currently, ITCS monitors highway-rail grade crossing warning systems through communications between the locomotives and the crossings,” Holt said. “Depending on the condition of that system, ITCS imposes and enforces appropriate speed restrictions.”

Holt added that, at the moment, the maximum speed for passenger train operations in ITCS territory is 95 mph (153 kph). However, ITCS has completed the required system upgrades to support operations of up to 110 mph (177 kph), subject to final review and approvals by the FRA.

In both cases, on the NEC and Michigan Line, Amtrak is working with freight and commuter railroads to ensure that varying PTC systems work together.

Amtrak is also coordinating with the freight railroads as they install their Vital Electronic Train Management System in Chicago and New Orleans.

“Interoperability is essential to maintain safety as freight and passenger trains pass from one PTC system to another,” Holt said. ■

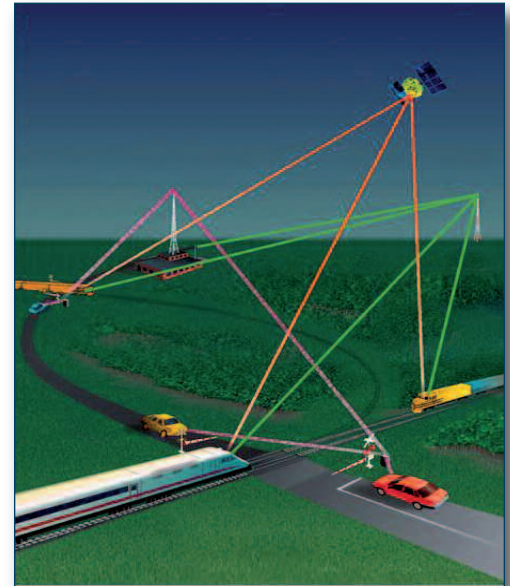


Image: Courtesy of DOT/FRA

Communication between locomotives and the crossings enables ITCS to impose and enforce appropriate speed restrictions to avoid collisions, derailments and other potential incidents.

FY '10 Ridership Going Strong

First Six Months of the Year Best in Company History

Buoyed by continued high fuel costs, a slowly improving economy and route-specific improvements on the long-distance services, ridership on Amtrak trains for the first half of FY '10 reached nearly 14 million passengers, the best first half of a fiscal year in company history. Year-end ridership is projected to reach 28.3 million passengers.

"The 13.6 million passengers who rode with us during the first half of the fiscal year — October 2009 through March 2010 — contributed to a 4.3 percent increase over the same period the prior year," according to Marketing and Product Development Vice President Emmet Fremaux. "Ridership in the first half of FY '10 was even higher than the first half of our FY '08 banner year."

In addition to the high gas prices, an economic recovery and growing consumer spending are indicators of an overall good FY '10.

"The Dow Jones has risen above 11,000 points and the real estate market seems to have stabilized in many locations," Fremaux said. "We're leveraging these market conditions with modest pricing actions that can sustain our ticket revenue growth without a negative reaction among our passengers."

Long-distance ridership has been particularly strong, increasing 16 percent in March and up 5.2 percent for the first two quarters of FY '10. From the ever-popular *Auto Train*, which experienced 9 percent ridership growth from October to March, to the *City of New Orleans* (16 percent increase), virtually all long-distance trains experienced growth over the same period



Ridership on long-distance trains is particularly strong due, in part, to the Route Performance Improvement initiative, which focuses on a number of areas to improve the passenger experience, including enhanced dining car service.

last year. This is due, in some measure, to the ongoing Route Performance Improvement (RPI) efforts, which focused on many routes to address those areas of service that impact the passenger experience, including employee-passenger interactions; staffing levels; food service and amenities; equipment cleanliness and reliability; stations and schedules.

On the Los Angeles-Seattle *Coast Starlight*, for example, Amtrak upgraded the sleeping cars, enhanced room service, retrained employees to focus on improving customer service and reintroduced full china service in the dining car. Concurrently, October-March ridership was up 7 percent from the same period in FY '09, and customer feedback has been positive.

"The passengers love it," according to Michael Provost, a service attendant aboard the *Coast Starlight* for the last 15 years. "The china, for example, is a big hit because it makes it feel like a more refined dining experience, even if they're just eating a burger."

Provost added that, with the high gas prices, people are opting to take in the scenic beauty along the route by train rather than driving.

"It's not that they can't drive, it just seems like they're rebelling against it," he said.

In addition, on the Chicago-New York/Boston *Lake Shore Limited*, Amtrak added through (coach and sleeping car) service to Boston, overhauled the dining cars, introduced a higher-quality menu, and changed the schedule to arrive earlier in New York. The new dining cars have been of particular interest to passengers.

"Part of the dining car ambience is having dinner along the Hudson River between Albany and New York, which at sunset is very beautiful," said Lead Service Attendant Verica Brisbane. "So, we see quite a few passengers trying to book their reservations for dinner around the five o'clock hour."

As a result of an added emphasis on customer service, Brisbane also said that even the attitude of the crew is improved, adding to the allure of the *Lake Shore Limited*, which has shown an increase in ridership 6 percent over the first six months of the previous fiscal year.

Plans are now under consideration to improve performance on the Los Angeles-New Orleans *Sunset Limited* and increase



The *Sunset Limited* (L.) and the *Texas Eagle* (R.), along with the *Cardinal*, *Capitol Limited* and *California Zephyr*, are the five long-distance routes being examined in 2010 for improvements, per Section 210 of the *Passenger Rail Investment and Improvement Act*.

it from thrice-weekly to daily service, which involves extending the Chicago-San Antonio *Texas Eagle* to Los Angeles and establishing connecting service between New Orleans and San Antonio. This change would cut seven hours from the schedule to the West Coast, increase ridership by 100,000 and improve financial performance. Amtrak is working with stakeholders, including host freight railroads, to advance the plan. A final decision is expected later this year.

In 2010, per Section 210 of the *Passenger Rail Investment and Improvement Act*, the company is also expanding the RPI process to focus on the five poorest performing long-distance routes. In addition to the *Sunset Limited* and the *Texas Eagle*, the *Cardinal*, *Capitol Limited* and *California Zephyr* are being

“ High gas prices, a slowly improving economy and route-specific improvements on the long-distance services have all led to the better ridership during the first six months of FY '10 — a 4.3 percent increase over the same period the prior year. ”

analyzed this year. PRIIA Section 207 establishes the metrics and standards for Amtrak's route performance improvements.

Long-distance trains were not the only ones to show ridership growth. From

October 2009 through March 2010, nearly every Amtrak route carried more passengers, with several showing double-digit growth.

For example, in the Chicago hub, the Chicago-St. Louis *Lincoln Service* showed an 11.6 percent jump for the six-month period. This is due in part to the increased number of cars put into service to meet the busy March spring break season. Normally, the Midwest Corridor trains — *Lincoln Service*, *Missouri River Runner*, *Wolverine*, *Pere Marquette* and *Blue Water* — use 15 equipment sets to make up the 68 cars that normally operate along the corridor. For spring break, between 76 and 98 coach lines were in operation.

In the West, the Bakersfield-Oakland *San Joaquin* was up 5.4 percent over the previous year. In the East, the *Acela Express* and *Northeast Regional* services experienced increases percent of 2.9 percent and 4.7 percent, respectively. ■

Beynon Named Amtrak Police Officer of the Year

Collaboration is the cornerstone of the job

Officer Richard Beynon, a 33-year Amtrak Police Department veteran, has been selected as the 2009 Officer of the Year.

“Through his ongoing efforts with local law enforcement and Amtrak personnel, Officer Beynon has continually contributed to employee passenger safety and security,” said APD Chief John J. O’Connor. “He displays the qualities worthy of Officer of the Year recognition.”

As evidence of his collaboration with other law enforcement agencies, the assistance Beynon provides to the Dauphin County Drug Task Force has led to a number of interdictions and the seizure of both narcotics and currency. In March 2009, for example, he and Amtrak Police Detective Charles Crandall safely apprehended and arrested two individuals at the Harrisburg Transportation Center, confiscating two kilos of cocaine valued at about \$120,000. The suspects were then turned over to the Harrisburg Police Department for processing.

“The majority of my job involves drug interdictions at the Harrisburg station,” said Beynon, who followed both his father and grandfather into a law enforcement career. “We work with state, local and federal agencies and trade information and intelligence back and forth. We help them, they help us.”

Beynon is admired by both his peers and supervisors as “a solid citizen” and “someone you’d want to go to if you needed help.”

Case in point: in 2002, Beynon listened in on a radio call involving a domestic disturbance in Middletown, Pa. Having worked with the local police there in the past, Beynon immediately responded to the call to provide additional support. In an ensuing struggle with an armed suspect, Beynon and a Middletown officer were wounded. Yet, despite the physical and psychological effects of a serious gunshot wound, he returned to full duty in 10 months.



Officer Richard Beynon

“Officers from other agencies have so much respect for Rich that they will do anything for him,” said Officer Chuck Stefanowicz, who works with Beynon at least twice a week. “He always provides sound assistance and trustworthy information.”

“Rich is very deserving of the Officer of the Year Award,” according to Beynon’s supervisor Sgt. Tom Griffith. “He’s the guy who works silently in the background, not seeking the lime-light. It’s about time he was recognized for his work with the drug task force and his other accomplishments.”

Amtrak Police Capt. Maureen Powers, who serves as his commander, added that “During his career, Officer Beynon has distinguished himself as a steadfast and dedicated member of our force. As a liaison with other agencies, his drive is contagious; we’re lucky to have him.”

When he’s not catching the bad guys, Beynon is active with the local safety team, identifying

issues and finding solutions or working with the Harrisburg Redevelopment Authority, which manages the intermodal Harrisburg Transportation Center, to enhance the quality of law enforcement services at the facility.

Beynon plans to retire in five years. Over the course of his three-decade career he has mentored new officers, coordinated law enforcement strategies with other agencies, handled all manner of passenger interaction and acquitted himself well among his peers and commanders.

“I know that he’ll be missed and that the Harrisburg station will not be the same,” Stefanowicz said.

Beynon received the Officer of the Year Award on May 13 in conjunction with National Police Week, a nationwide commemoration of fallen officers that takes place annually in Washington, D.C. The three-day event includes ceremonial events, keynote addresses from noted law enforcement experts and workshops. ■

Mentors Needed: Pilot Program Launches in the Southwest

With the hope of ultimately launching a mentoring initiative across the entire company, the Southwest region is looking for high-performing employees interested in mentoring other employees to offer professional development advice, support and guidance. The purpose of the program is to set the foundation for the development and retention of future Amtrak leaders.

“By empowering our mentors to play an active role in transferring vital knowledge, we hope to create the next generation of managers, directors and department heads that have a well-rounded perspective of the company and its place in the transportation industry,” said Kevin Marshall, director, Diversity Initiatives.

To initiate the mentoring program in the Southwest, a pilot program will take place over the next several months to validate several key components, including

employee interest and how best to manage the implementation. At the conclusion of the pilot, which is expected to run for the rest of 2010, these components will be reviewed and further vetted to determine the feasibility of a national program.

Mentors are regarded as current leaders who have a broad understanding of the business issues that drive the company’s success, and are selected by a program panel based on established criteria. Protégés will be individuals — especially women, minorities and those with disabilities — that have potential to advance beyond their current roles. Protégés, who are also subject to established criteria, are then matched with selected mentors based on career relevancy, professional interest and appropriateness of the match.

The mentor program is the result of a partnership between the Human Resources and Diversity Initiatives department and the Cross Cultural Council, a diverse team

For more information on the mentoring program, log on to the intranet: “Employees” → “Business Diversity” → “Human Resources and Diversity Initiatives Menu” → “Mentor Program” or send an e-mail to businessdiversity@amtrak.com.

of individuals dedicated to promoting strategies that demonstrate Amtrak’s commitment to diversity.

“One of the best things a person can do is help another human being and mentoring is one of the best ways to do that,” said Assistant Superintendent, Station Operations, Southwest Division Joy Smith, who serves on the Cross Cultural Council. “It makes good business sense, but also provides great personal satisfaction. I’m looking forward to growing this important initiative.” ■

Annual Fairs Promote Health and Safety

Every April through June, the operating departments — Engineering, Transportation and Mechanical — host a series of Health and Safety Fairs to bring employees together to focus on making Amtrak a safer place to work.

The fairs feature health and safety vendors, presentations by experts from the Federal Railroad Administration and the Northeast Operating Rules Advisory Committee, an Engineering year-end review, updates on Safe-2-Safer, and demos on the new Employee Information Portal, which goes live on May 19.

This year’s first Health and Safety Fair took place on April 21 at Sunnyside Yard in New York. The remaining fairs are scheduled for 9 a.m. to 2 p.m. on May 12 in Odenton, Md.; May 19 at the Adams Maintenance-of-Way Base in New Brunswick, N.J.; May 25 in Wilmington, Del.; June 2 at the Midway Maintenance-of-Way Base in Groton, Conn.; and June 28 at the Providence Maintenance-of-Way Base in Providence, R.I.



Photo: Pat Colliere
Assistant Division Engineer Scot Roche (seated) gets his blood pressure checked by a medical professional at last year’s Health and Safety Fair at the Adams Maintenance-of-Way Base.



Photo: Dave Rezendes

(L.-R.) Assistant Division Engineer, Structures Dave Rezendes; Engineer, Structures David Hill; Supervisor Robert McMahon; Foreman David Higgins; Foreman Steven Landers; Mechanic Jeffrey Smith; Plumber Thomas Green; Mechanic James Ripley; Plumber James Doran; Mechanic Garrett Ennis; and Plumber Jason Normandie (not shown) employ safe behaviors to eliminate injuries in the B&B department in Boston.

Traction in a monthly safety committee meeting to discuss pertinent safety-related issues and come up with ways to prevent injuries from occurring," said Mechanic Jeffrey Smith. "We also prepare site-specific safety plans for big projects to identify exposures and develop ways to protect against them." In addition, Rezendes holds personal safety meetings with the men as part of their quarterly review.

Boston B&B: Safe Behaviors, No Injuries

The men in the Buildings and Bridges department at the Southampton Yard in Boston have no easy tasks. From installing asphalt pavements and concrete structures to maintaining drains and laying brick, the daily work of the group has the potential for slips, trips, falls and other injuries. Yet, through a number of key activities, the group has managed to all but eliminate injuries and create a workplace that has been free from FRA-reportable injuries for more than eight years.

"They keep themselves safe by eliminating unsafe conditions and by following the safety rules," according to Assistant Division Engineer, Structures Dave Rezendes. "They work together, look out for each other and don't take any chances or risks."

"B&B personnel join with their counterparts in Track, Communications and Signals and Electric

Bernal Wins 2010 Burch Award

Mechanical Foreman III John Bernal is the 2010 recipient of the Dr. Gary Burch Memorial Safety Award, an annual award presented by the National Association of Railroad Passengers to the railroad worker who has done the most to improve passenger safety. Bernal's numerous contributions include welding a special gate to close off an unsafe shortcut between the parking lot and the San Antonio station; installing lighting on the small platform near the busy Union Pacific main line and track No. 3; and ensuring that all Mechanical employees wear proper safety gear.

"I'm very proud to say that nobody steps on this property without wearing the proper safety gear ... and it's a direct result of John's influence," said Trainmaster Ginger Brown. "It's no coincidence that the Mechanical department has been injury-free for many years on his watch."

The Burch award is named after the former chief of the Ear, Nose and Throat Clinic at Eisenhower Hospital in Ft. Gordon, Ga., who died in 1991. ■



Photo: Charlotte Richardson

Bette Burch (2nd from R.), widow of Dr. Gary Burch and her son, Michael (far L.) present the Burch Memorial Award for Safety to John Bernal in a recent ceremony in Washington, D.C. National Association of Railroad Passengers President and CEO Ross Capon (R.) looks on.

New Timetable Effective This Month

The 2010 Spring/Summer System Timetable has been shipped to stations across the country and will become effective May 10.

“Unlike last year at this time, when the train schedules for the Northeast were excluded from the timetable due to the extensive track maintenance projects along the Northeast Corridor, all train schedules will be included in this issue of the timetable,” according to Dick Salmon, senior director, Scheduling.

underway this summer as part of the FY '10 Engineering Capital Plan and other projects funded by the American Recovery and Reinvestment Act.

The bridges slated for repair or replacement include Niantic River, Thames River, Miamicock River, East and West Harbor, River Road, Pelham Bay and Middletown, Pa. “We will have to adjust schedules more or less for each of the bridges slated for repair or replacement,” Salmon said.”

Empire Service trains will also be adjusted this month to

accommodate Metro-North and CSX

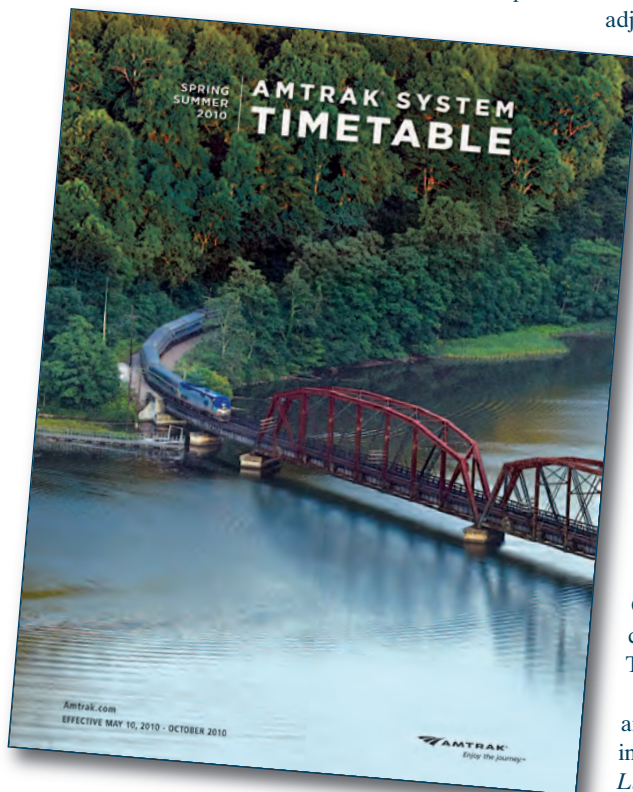
Transportation track work. The work will be completed in June; however, it will be followed by major work on Amtrak’s Empire Connection, the segment of track that leads *Empire Service* trains into Manhattan. Schedule adjustments will be made in June to accommodate single tracking on the Empire Connection, which will continue until Thanksgiving.

The Metro-North and CSX work will also impact *Lake Shore Limited* Train 48, which will leave Chicago 30

minutes later.

On the south end of the NEC, the Track Laying System starts work this

“ Unlike last year’s timetable, which excluded schedules affected by extensive track work along the NEC, all train schedules are included in this issue of the timetable. ”



However, Salmon added that some schedule adjustments will take place to accommodate a number of track and bridge work projects that will be

month between Landover, Md., and Baltimore; the schedule changes will affect mainly the MARC commuter service.

Other significant updates to the timetable include the planned start of an additional *Northeast Regional* train to Richmond in July as an extension of an existing Boston-Washington train and a second *Piedmont* between Raleigh, N.C., and Charlotte, N.C., beginning June 5. Also, schedules for *Cardinal* Train 51 and *Hoosier State* Train 851 have been shortened by 30 minutes, arriving in Chicago 30 minutes earlier. *Wolverine* Trains 350 and 353 will add a stop at New Buffalo, Mich. The *Southwest Chief* Train 4 will leave Los Angeles 10 minutes later, arriving in Chicago 10 minutes earlier.

“We will stay busy throughout the summer and NEC schedules will frequently change,” Salmon said. “We must constantly remind our passengers to check with us through 800-USA-RAIL or Amtrak.com for current schedule information.” ■

Another Successful National Train Day Shines Spotlight on Employees

Employees played a more prominent role in the third annual National Train Day, which was celebrated on May 8 with events in four major markets and approximately 180 smaller communities in nearly every state, including Alaska and Hawaii — states Amtrak does not serve.

The events were aimed at showing how Amtrak is a safer, greener, healthier travel mode with various exhibits, speakers and historical displays. But the employees who are behind it all were also featured in a variety of ways.

“The true engines behind our service are our employees,” said Vice President, Marketing and Product Development Emmett Fremaux. “We wanted to give National Train Day attendees a glimpse into the knowledge and expertise we have and what goes on behind the scenes.”

At each of the events hosted in Chicago, Los Angeles, Philadelphia and Washington, D.C., Amtrak employees took to the main stage for the “Amtrak Ambassadors Presentation” to let attendees get to know the crews that make Amtrak run. In each market, a chef, conductor and locomotive engineer participated in the talk show-style panel discussion to explain their roles and responsibilities during a trip. The discussions were moderated by hosts from Radio Disney, one of Amtrak’s partners for National Train Day.

“We had front-line employees at last year’s events to answer questions about their jobs like Chef Waverly Showers in L.A. and Conductor Amanda Arnold in Chicago,” said Gail Reisman, senior

director, National Advertising and Marketing Programs. “Passengers showed a lot of interest in what our employees do, so this year we decided to incorporate it into the featured entertainment.”

In addition to the on-stage presentation, other employees had important roles on National Train Day. On-Board Service crews staffed the extensive equipment displays at each of the four major events not only to help guide people through the tour, but to serve as ambassadors for the company and answer any questions people might have along the way regarding sleeping accommodations, food and beverage service or questions regarding train travel in general.

Also back by popular demand were K-9 teams from the Amtrak Police Department. Officers conducted demonstrations of their dogs’ abilities in tracking and finding dangerous materials and gave attendees a chance to meet some of the department’s four-legged members. As souvenirs, children were given trading cards featuring the K-9 teams that carry important safety messages and their own sheriff’s badge.

“We also want to thank each of the more than 330 employees who volunteered to manage the events,” said Fremaux. “Your help in answering questions and directing traffic in the station was absolutely critical to the success of National Train Day. I’m extremely proud of how this company continues to team up to outdo itself each year.”

At each of the major events, equipment displays and model trains were a primary draw for attendees, while the AmtraKids Depot

continued on page 20

This Month In Amtrak History

M A Y



Photo: William Klapp

May 1, 1972

Amtrak celebrates its first birthday with the launch of the refurbished Chicago-New York *Broadway Limited*. It made its final run on Sept. 9, 1995.



Photo: Chris Brandt

May 15, 1977

Arguably the best restored and best displayed of the GG1s, GG1 4935 was dedicated at a ceremony at Washington Union Station. Nicknamed “Blackjack,” it is currently housed in the Railroad Museum of Pennsylvania.



May 15, 2002

Former transit executive David Gunn is named Amtrak president and CEO.

Promotions in Motion

National Train Day Promo Offers 50 Percent Off Companion Fare

As part of the National Train Day celebration, Amtrak is offering “Buy One, Get One 50 Percent Off” of the full fare adult ticket for passengers reserving their tickets between April 12 and Sept. 30, for travel from Sept. 7 through Dec. 10. Up to two children may travel at half-price with each regular full-fare paying adult, including those traveling on the National Train Day 50 percent off ticket. The offer is valid on all Amtrak service except the *Acela Express*.

“We’re offering this promotion as an additional way to celebrate National Train Day and leverage the paid media that supports the integrated program,” said Gail Reisman, senior director, National

Advertising and Marketing Programs. “The offer targets all train lovers and travelers for discounted fall travel, when demand is typically soft on long-distance trains.

The promotion is currently being advertised in print publications in the four major NTD locations of Washington, D.C., Los Angeles, Chicago and Philadelphia. Coupons will also be distributed at those events.



New Commercial Airing on Spanish-Language TV

A new commercial is now airing nationally for 13 weeks on Spanish-language television. Univision, Telefutera and Galavisión are running an engaging ad that highlights the interaction between an Amtrak conductor and a young soccer fan. The ad will also run for a five-week span on *Sabado Gigante*, a popular variety show that airs on Univision and includes a



mix of various contests, human interest stories and live entertainment.

“The objective of the TV spot is to increase awareness of the on-board amenities and experience, thereby increasing consideration and awareness,” said Darlene Abubakar, director, Brand Advertising and Sales Promotions. “In the spot, the soccer ball is used as a vehicle to introduce the audience to the Amtrak on-board experience.”

The young boy drops the soccer ball, with the camera following the ball from one train to the next visually highlighting the coach, dining and sleeping car amenities.

The television spot is the cornerstone of the spring campaign targeting the Hispanic market and includes radio, newspaper and online advertising.

Acela Express Launches Spring 2010 Travel Trade Media Campaign

A new media campaign targeting individuals who plan travel accommodations for their companies is underway.

“Business travelers make up about 73 percent of the *Acela Express* ridership,” said Craig White, senior director, Travel Industry Sales. “Our objective is to increase consideration and generate awareness for *Acela* as the better travel

choice along the Northeast Corridor among those that create business travel itineraries for their company employees.”

Print ads, online banner ads and e-blasts will appear in May and August in *Business Travel News*, *BTNOnline.com* and the *BTN* e-newsletter. In addition, ads will run in June and September in *Procurement Travel* magazine to reach an exclusive audience of procurement and purchasing executives that determine travel policies for their respective companies. New this year, ads will also run in May, July and September in *Business Travel Executive* magazine to attract the high-volume travel buyers.

Amtrak Vacations 2010 Ad Campaign Also Underway

Catering to an upscale audience, Amtrak Vacations packages are now being advertised via regional media buys in four premium print and online national publications. Full-page ads appeared in specific regional editions of the April issues of

Food & Wine, *Real Simple*, *Cooking Light* and *Town and Country* in Southern and

Northern California, Illinois, Indiana, Michigan, Minnesota, Wisconsin, Massachusetts, Washington, D.C., Virginia and Pennsylvania. Online advertising will run through July.

In addition, print ads will run in three regional AAA magazines from now through August.

“We want to create a media burst to increase ridership and revenue among the affluent consumers for Amtrak Vacations packages during key booking months while also continuing to affiliate Amtrak Vacations with the nationwide AAA brand,” Debbie Moller, manager, Amtrak Vacations said. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary

April 2010

ANDERSON, DAVID
Orlando Station

ARIOLA, FRANCIS
New Haven Station

BELL, BARBARA
Chicago Mech. & Terminal
Offices

BODE, JAMES
Shore Line East

BROWN, NOEL
Sanford Station

CACHRO, IRENA
Chicago Mech. and
Terminal Offices

CAMPOS, FELIPE
Los Angeles Offices

COBURN, JAMES
Chicago Offices

COOPER, ALFRED
REA Bldg; Washington,
D.C.

COOPER, TIMOTHY
T&E Crew Base - Ft. Worth

DECOTEAU, BRIAN
Springfield, MA Station

DESHIELDS, RONALD
MRSCC

DOWD, ARTHUR
New Haven Station

FERTIG, RICHARD
Denver Station

FORD, CHESTER
Beech Grove Maint. Facility

FRENCH, ROBERT
New Haven Station

GONZALES, CARLOS
Chicago Offices

GOODRICH, THOMAS
Chicago Offices

GRAHAM, ODESSIA
Philadelphia Coach Yard

GREENE, BENNEDETTE
Corporate HQ

HAGGARD, LISA
Los Angeles Offices

HICKS, JAMES
Solana Beach Station

HUYNH, CHRISTIE
Boston South Station

JACKSON-DIXON, RENEE
Corporate HQ

KEIM, KATHRYN
Phila. 30th Street Station

KLINGER, WALTER
Rensselaer Station

LENEAR, CRYSTAL
Phila. 30th Street Station

LUU, JOHN
Boston South Station

MADDOX, P. AMIRAH
MRSCC

MASON, DEMETRIUS
Phila. 30th Street Station

MEDINA, JESUS
Los Angeles Offices

MERRILL, CURTIS
Chicago Offices

METCALFE, MICHAEL
Springfield Station

MEW, WILLIAM
New York Division HQ

MONTESANO, GEORGE
Rensselaer Station

MORAN, THOMAS
Ivy City Maint. Facility

MORRISON, JAMES
Phila. 30th Street Station

NEAL, MICHAEL
New Haven Station

NOCK, YVONNE
Phila. 30th Street Station

OPRISKO, RICHARD
Penn Station New York

POOLE, JEFFREY
Phila. 30th Street Station

PROUT, KEVIN
Ivy City Maint. Facility

RAM, DAIWANAMAH
Phila. 30th Street Station

RODRIQUEZ, JAVIER
T&E Crew Base - El Paso

ROUSH, JAMES
Los Angeles Offices

SADLER, MARK
Salt Lake City Crew Base

SEGURA, ROBERTO
Chicago Offices

**SKEENS,
GWANTONAMO**
South Hampton St. Yard

SLAY, JESSIE
Penn Station New York

SNOWDEN, JEFF
CNOC

SORRELL, ARTHUR
Los Angeles Offices

STAPLER, MARC
Penn Station New York

TAYLOR, GREGORY
Phila. 30th Street Station

TEGTMAN, WILLIAM
Chicago Union Station

THOMAS, CONSUELA
Phila. 30th Street Station

TRAVIS, LAURA
Brighton Park Facility

TRENT, JAMES
New Haven Station

UPTON, SHAWN
New Haven Station

VANDEBURG, ARTHUR
Seattle Mechanical Yard

VATSEND, DONALD
Salt Lake City Station

WALTER, ROBERT
Mid-Atlantic RSCC

WILMOT, ROXANNE
REA Bldg; Washington,
D.C.

YARDE, ALBAN
Penn Station New York

ZEMAITIS, SANDRA
Chicago Union Station

ZIABARAS, NICK
Chicago Locomotive Shop

ZIPOLI, GERARD
Miami Mechanical Yard

25-Year Anniversary

April 2010

DILL, SUZANNE
CNOC

DYEFRAINCIS, RACHEL
Los Angeles Office

MCCALLION, JOSEPH
Rensselaer Station

STOLNIS, THOMAS
Phila. 30th Street Station

TOLLERTON, LEONARD
Rensselaer Mech. Facility

VARGAS, HERMINIO
Los Angeles Offices

WHEELER, PAMELA
Phila. 30th Street Station

30-Year Anniversary

April 2010

ARMSTRONG, BARRY
Chicago Union Station

ASBERY, WILLIAM
Beech Grove Maint. Facility

BACKERT, TIMOTHY
Perryville M/W Base

BARRETT, NORMAN
Phila. 30th Street Station

BASILE, MARIO
Phila. 30th Street Station

BRAITHWAITE, DOUGLAS
New Brunswick, N.J.

BROWN, CAROL
Bear Car Shop

BROWN, GARY
Beech Grove Maint. Facility

BROWN, REGINALD
Phila. 30th Street Station

BURKE, HAROLD
Corporate HQ

CALLAN, WILLIAM
CNOC

CALVERT, HENRY
Perryville M/W Base

CALVERT, WAYNE
Bear Car Shop

CARY, JOHN
Perryville M/W Base

CAVALIER, STEVEN
Wilmington Training
Center

CHILDS, LESLIE
C&S HQ

COLEMAN, DANIEL
Wilmington Shops

COLLINS, STEPHANIE
Penn Station New York

CONWAY, JUDY
Chicago Union Station

CUBELLO, PATRICK
Odenton M/W Base

CURTIS, MICHAEL
Bear Car Shop

DALE, GREGORY
Wilmington Shops

DEEMS, EDWARD
Odenton M/W Base

FINN, ROBERT
Wilmington Shops

FLOTTE, MARIO
WRSCC

FOX, ROBERTA
Brighton Park Facility

FREYMAN, MARK
Perryville M/W Base

FROELICH, JOHN
Phila. 30th Street Station

GALATHE, PAULETTE
Chicago Crew Base

GILBERT, DENNIS
Perryville M/W Base

GRAVES, PAULA
CNOC

GRIFFIN, WAYNE
Phila. 30th Street Station

HARRIS, CHARLES
Baltimore Penn Station

HARRIS, ROBERT
Bear Car Shop

HAUER, JAMES
Wilmington Shops

HENDERSON, BILLY
Bear Car Shop

HILL, DAISY
WRSCC

HOLDEN, DOLORES
Bear Car Shop

HUMES, GEORGE
Phila. 30th Street Station

IRISH, DAVID
New York City Office

IRIZARRY, JOSEPH
Penn Station New York

IVES, CHARLES
Phila. 30th Street Station

JACOBS, PADRICA
Chicago Crew Base

JAMES, DAVID
Baltimore Penn Station

Employee Milestones

Congratulations to All of You!

KATZ, LINDA

Penn Station New York

KERL, DAVID

Phila. 30th Street Station

KERSHAW, WILLIAM

Adams MIW Base

KESSLER, LINDA

Sacramento Station

KOSCIUK, DANIEL

New Haven Station

LANDOLT, THOMAS

Washington Union Station

LECH, LORRAINE

Phila. 30th Street Station

LEWANDOWSKI, DENNIS

Chicago Locomotive Shop

LUCERO, MICHAEL

Fresno Station

MAGAW, WILLIAM

Bear Car Shop

MAKOWSKE, RONALD

Phila. 30th Street Station

MANDOLIA, CHARLES

Corporate HQ

MARION, JEFFREY

Wilmington Shops

MARTINEZ, MARIO

Chicago Mech. & Terminal Offices

MCARDLE, SANDRA

Phila. 30th Street Station

MCCRACKEN, JAMES

Perryville MIW Base

MCDOUGLE, WILLIE

Chicago Mech. and Terminal Offices

MCFARLAND, TIMMY

Phila. 30th Street Station

MENTZ, YOLANDA

WRSCC

MESSINA, DEBORAH

Los Angeles Offices

MEYER, CHARLES

Beech Grove Maint. Facility

MICHAUX, PAMELA

Washington Union Station

NEBRENSKY, LAURENCE

Los Angeles Offices

NEU, JOHN

Milwaukee Station

PRATHER, DONALD

Phila. 30th Street Station

RAMIREZ, CARMEN

WRSCC

RAY, MICHAEL

Perryville MIW Base

RESENDEZ, JEANETTE

Los Angeles Commissary

RICHMAN, STEVEN

Beech Grove Maint. Facility

RODDEN, MICHAEL

Perryville MIW Base

SABAT, BRUCE

Penn Station New York

SIUDUT, JOHN

Penn Station New York

SKINNER, DOUGLAS

Bear Car Shop

SMITH, GREGORY

Ivy City Maint. Facility

SMITH, MARLIN

Corporate HQ

SNYDER, DANIEL

Wilmington Shops

STAINER, DALE

Ivy City Maint. Facility

THOMAS, VANESSA

Bear Car Shop

TIFFITH, LEE

Los Angeles Offices

TRACY-BANKS, LEE

WRSCC

TRIBBLE, ALICE

Chicago Union Station

UNGAR, NANCY

WRSCC

VAN SANT, KEITH

CNOC

WARNER, JOHN

Phila. 30th Street Station

WELLMAN, STEVEN

Chicago Union Station

WIEDMAN, DOUGLAS

C&S Construction

WIGGINS, LIZZIE

Phila. 30th Street Station

WOOD, JAMES

Quad Ave. MIW Base

WOODS, MICHAEL

Chicago Locomotive Shop

35-Year Anniversary

April 2010

ALDRIDGE, JOHN

Beech Grove Maint. Facility

ALFORD, DOYLE

Beech Grove Maint. Facility

ALLEN, MICHAEL

Beech Grove Maint. Facility

BARNES, THOMAS

Beech Grove Maint. Facility

BENNETT, DWIGHT

Beech Grove Maint. Facility

BORITZKI, ROBERT

Beech Grove Maint. Facility

BROWN, CLARENCE

Beech Grove Maint. Facility

BUIS, DARRELL

Beech Grove Maint. Facility

CHAPPELL, TIMOTHY

Beech Grove Maint. Facility

COOPER, BRIAN

Beech Grove Maint. Facility

DE'TAR, JAMES

Beech Grove Maint. Facility

FARMIGA, MICHAEL

Beech Grove Maint. Facility

FOWLER, JOHN

Beech Grove Maint. Facility

GALLAGHER, ANTON

Beech Grove Maint. Facility

GIBSON, JAMES

Beech Grove Maint. Facility

GOINS, GARY

Beech Grove Maint. Facility

HOFF, JOSEPH

Beech Grove Maint. Facility

JOHNSON, JOHN

Beech Grove Maint. Facility

KRIECH, JOSEPH

Beech Grove Maint. Facility

MCDANIEL, RICK

Beech Grove Maint. Facility

MILENBAUGH, DAVID

Beech Grove Maint. Facility

NARDELLI, ALFRED

Sanford Station

OSBURN, STEVEN

Beech Grove Maint. Facility

PATCHETT, WILLIAM

Beech Grove Maint. Facility

PATTON, DAVID

Beech Grove Maint. Facility

RIORDAN, DAVID

Beech Grove Maint. Facility

RUSSELL, KARL

Beech Grove Maint. Facility

SAPPINGTON, JOHN

Beech Grove Maint. Facility

SCOTT, GERALD

Beech Grove Maint. Facility

STONE, STEVE

Beech Grove Maint. Facility

TAYLOR, CLARENCE

Beech Grove Maint. Facility

WARREN, LOUISE

Corporate HQ

WELLS, JOSEPH

Providence Station

WOODS, GERALD

Beech Grove Maint. Facility

WRIGHT, STEPHEN

Beech Grove Maint. Facility

YOUNG, MICHAEL

Beech Grove Maint. Facility

Retirees

March 2010

BARBOUR, ELNORAH

Corporate HQ

BLOOM, JEROME

Miami Mechanical Yard

BOWEN, JAMES

Beech Grove Maint. Facility

BRAILSFORD, BRAD

Chicago Union Station

BUTLER, TONY

Rensselaer Mech. Facility

CUTHBERT, JOHNNY

Ivy City Maint. Facility

DEVITO, JOHN

Phila. 30th Street Station

DORSOGNA, CARL

Penn Station New York

ELLISON, JAMES

Beech Grove Maint. Facility

FLYNN, MICHAEL

Ivy City Maint. Facility

GRANT, CHARLES

Wilmington Shops

GRAVES, FRANK

Philadelphia Coach Yard

GRIFFO, GERARD

Los Angeles Offices

JONES, JAMES

CNOC

LEEDOM, JOSEPH

Corporate HQ

LLEWELLYN, DAVID

Wilmington Shops

SCOTT, KENNETH

Corporate HQ

STAMPS, LARRY

Wilmington Shops

TUCKER, THOMAS

Jacksonville Station

VINCENT, RAYMOND

CNOC



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LaHood Tours Beech Grove Facility

During his recent tour of the Beech Grove Maintenance Facility, Transportation Secretary Ray LaHood (R.) praises the American Recovery and Reinvestment Act and its ensuing job creation across the country, and specifically the jobs required to bring 15 P-40 locomotives and 21 long-distance cars back into service.

The \$32 million project enabled Amtrak to create 108 electrician, car repairmen, pipefitter, foreman, machinist and boilermaker positions.

Work is progressing on 12 of the 15 P-40 locomotives with three released into service last month. Two additional locomotives will be released by May 31. Six of the planned 21 passenger cars have been released, with the next release scheduled for this month. ■



Photo: Mike Milburn

Looking on (L.-R.) are Rep. Andre Carson (D.-Ind.), who voted for the stimulus bill that created the Amtrak jobs, and Amtrak President and CEO Joe Boardman.

National Train Day

continued from page 16

offered fun and entertainment for the younger participants. Other displays focused on the green benefits of rail travel, as well as the industry's impact on economic development.

In Washington, official spokesperson Taye Diggs of the TV series *Private Practice* kicked off the festivities before performances by Rocknoceros and the Ballou High School Marching Band. Prior to traveling to Washington for National Train Day, Diggs was in New York to unveil a trainscape made of cake and other edible treats that includes a model railroad installed by model train company Bachmann Trains.

Guests in Philadelphia got to see a special exhibit called *Baseball Junction: The History of Baseball and the American Railroad*, while Chicago attendees took part in *The Blues Journey and Connection to the Railroad*. And in Los Angeles, a special *Railroad Braceros* exhibit detailed the role thousands of Mexicans played in developing U.S. railroads during World War II. ■



ink

A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 6 • June 2010

**Beech Grove Facility Wins
International Award**

**Hell Gate Catenary Project to
Enhance NEC High-Speed Rail
Service**

**Contact Centers Pay Tribute to
Top Performers**



"Ten Easy Going Years, 25 Million Riders." The *Pacific Surfliner* celebrates its 10-year anniversary with a fresh, colorful train wrap as it rides the West Coast rails.



NATIONAL
SAFETY
MONTH 2010



Each June,

the National Safety Council promotes National Safety Month, an initiative aimed at raising safety awareness and helping Americans become more informed and better equipped to prevent injuries at home and at work.

At Amtrak, workplace safety is our highest priority year round. Safe-2-Safer is designed to create a more collaborative environment where employees work together to reduce risks.

CORRECTION: The April issue of *Amtrak Ink* erroneously reported that a CREATE project to reduce delays to Amtrak trains serving Michigan and the East Coast from Chicago was funded by a \$100 million TIGER grant. In fact, the construction of the Englewood grade separation in Chicago was fully funded with \$133 million in ARRA monies. We regret the error.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Game On

In a more competitive passenger-rail era, Amtrak has not only come to play — the national intercity passenger railroad is in it to win

By Angela Cotey, Associate Editor
Progressive Railroad

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This reporter isn't quite sure what to make of Joseph Boardman as he steps out of his fourth-floor Union

Station office, sporting a business suit and Washington Nationals baseball cap less than a week before Opening Day. Amtrak's president and chief executive officer hands a document to his administrative assistant, cracks a joke and heads back into his office, where he removes his hat and jacket, and takes a seat at the conference table.

On this particular day, Boardman's wardrobe matches his personality — at times he's laid back, at other times he's serious and all-business. During the course of an hour-long interview, Boardman spends a good portion of the time sitting with his hands on his head, leaning so far back in his chair it looks as though he may tip over, and talking about Amtrak's strategies, challenges and goals. Every once in a while, Boardman pops up in his chair and leans forward, and speaks with such emphasis that he almost sounds angry. But he's not — he's simply making a point.

There are plenty he's trying to get across these days as Amtrak works to define its role in a new intercity passenger-rail era. Boardman's been at Amtrak's helm for the past year and a half — a time frame that's been pivotal for the intercity passenger railroad. Shortly before Boardman took the reins at Amtrak in November 2008, Congress passed the Passenger Rail Investment and Improvement Act of 2008 (PRIIA), which includes \$13 billion for Amtrak between fiscal years 2009 and 2013. Shortly after Boardman took office at Amtrak, Congress passed the American Recovery and Reinvestment Act of 2009, which included \$1.3 billion for the railroad.

Both pieces of legislation — coupled with a Congress and Administration that support the need for a national transportation network that includes intercity passenger rail as a critical component — have put Amtrak in a far better position

than it's been in during recent years, when the railroad was struggling for survival.

"In the last year and a half, people have discovered that, hey, intercity rail is important," says Boardman, who previously served as Federal Railroad Administrator from 2005 to 2008. "And all of a sudden we had legislation that provided a sea change in what we needed to do."

The additional capital dollars and reauthorization have enabled Amtrak to begin tackling long back-burnered projects and plan for future improvements. But PRIIA also included several Amtrak reform initiatives and called for more competition by enabling states to choose operators other than Amtrak to operate intercity passenger-rail services.

As a result, Amtrak's had to alter its game plan. Where and how the railroad spends its money will be more scrutinized than ever. Developing better relationships with states is becoming more critical. Aging infrastructure and equipment can no longer be overlooked.

But Boardman & Co. are addressing the challenges head-on to position Amtrak for success in the evolving passenger-rail industry. Railroad officials have developed a fleet replacement program and launched a series of Northeast Corridor improvements. They're also competing for more operating contracts with states and transit agencies, declaring their interest in operating high-speed rail services, implementing positive train control and working with states to improve corridor service. Meanwhile, interest in U.S. passenger rail is arguably at an all-time high. Amtrak, Boardman says, is more than ready to get into the game. And not only that — the national intercity passenger railroad is playing to win.

"I don't think there's a whole lot of choice but for us to move forward or die. And hasn't that always been the case for Amtrak?" says Boardman. "Some people say that for too long, Amtrak has been thinking survival. Well, we don't have that mentality anymore and we shouldn't. We're here and we're competing and we're being aggressive."

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Game On

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State of Affairs

That's because Amtrak now is better positioned to be competitive. The PRIIA legislation calls for providing the railroad with \$2.9 billion in operating subsidies, \$5.3 billion for capital projects and \$1.9 billion to develop new state passenger-rail corridors during a five-year period. Amtrak also received \$1.3 billion through the American Recovery and Reinvestment Act of 2009, which it will use to fund capital improvements throughout its network.

In Boardman's view, the most significant — and most needed — PRIIA-related change was putting states in charge of corridor services. The legislation requires that states establish or designate a state rail transportation authority to develop a statewide rail plan, and establish priorities and implementation strategies to enhance rail service.



“Some people say that for too long, Amtrak has been thinking survival. Well, we don't have that mentality anymore and we shouldn't. We're here and we're competing and we're being aggressive.”

*Joe Boardman
President and CEO*

“Highways are built by the states. Airports are built by the states. Corridor services need to be built by the states,” says Boardman. “Now, it's anticipated that Amtrak be the primary vehicle to provide that, because we need a national, interconnected, coast-to-coast, border-to-border intercity rail system in this country.”

Amtrak already has partnerships with 15 states that have, or are working to expand and/or improve, intercity passenger-rail service in their respective state.

North Carolina is one of those states. The state always has had a good relationship with Amtrak, but has noticed an improvement during the past two years, says North Carolina Secretary of Transportation Eugene Conti, who also serves as chairman of the American Association of State Highway and Transportation Officials' (AASHTO) Standing Committee on Rail Transportation.

“It's become clear to everybody that the states are going to need to be a partner if we're going to be successful in revitalizing and rebuilding the passenger-rail program in the United States,” he says. “And I think there's a new attitude of understanding at Amtrak that the states will be good partners if Amtrak treats them as partners.”

Team Players

Signs of more teamwork between Amtrak and the states are popping up. Last fall, Amtrak partnered with or assisted 25 states to fill out applications for federal high-speed stimulus funds for more than 100 individual projects.

Amtrak also is working with states to add new services. In September 2009, the railroad began a new service between Lynchburg, Va., and Washington, D.C. Amtrak and the commonwealth of Virginia also plan to launch a service between Richmond and points along the Northeast Corridor later this year, and Amtrak is working to expand services with North Carolina.

In addition, Amtrak is conducting studies for states to analyze future service potential. The railroad recently completed studies for Kansas and Ohio, and currently is working on one for the state of Michigan to determine the feasibility of operating 110-mph service.

The studies are nothing new — Amtrak historically has conducted service studies and the states pay them to do so. However, “the fact that they're using us as their vendor, so to speak, to produce these reports for them says a lot about the confidence they have in us to give them a quality product so they can move forward with their state planning efforts,” says Amtrak spokesperson Steve Kulm.

Let the Games Begin

The railroad also is taking a broader look at what it needs to do to serve as a critical component in the national transportation network. Passenger-rail service in the United States is evolving to include a mix of conventional train service, higher-speed intercity rail and high-speed rail, and Boardman sees Amtrak as a player in each segment.

“We're out there to compete,” says Boardman matter of factly.

And he's instilling that attitude within Amtrak's management team, Kulm says.

“The new legislation really changed the playing field and Amtrak is in much more of a competitive situation than it has been

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Beech Grove Facility Wins International Award

Indiana Sen. Richard G. Lugar recently toured the Beech Grove Maintenance Facility to get a first hand look at the facility and its progress in bringing stored locomotives and cars back into service. Lugar and President and CEO Joe Boardman also presented an international award the facility received for the work done on the refurbishment of a Superliner I Sightseer Lounge.

"I was honored to be invited to come, it gives me the opportunity to be able to affirm the importance of Amtrak's Beech Grove to the U.S. transportation system and, even more critically, for those of us down right here in Beech Grove, with the jobs that you have ... and I hope in fact that we will see growth in the months and years ahead."

Lugar added that his appreciation for passenger rail is in part born of many discussions with then-Sen. Joe Biden about his daily commute between Washington, D.C., and Wilmington, Del. This appreciation

grew, he said, as he began to learn about how the company works off the Northeast Corridor and Beech Grove's impact on all operations.



Photos: Mike Milburn

(Top) Carmen Welder Kevin Wheatley accepts a Refurbishment of the Year Award from Sen. Lugar for Amtrak's work on a Superliner Lounge car while Amtrak President and CEO Joe Boardman looks on. (Bottom) Electrician Ralph Baker briefs Amtrak President and CEO Joe Boardman and Sen. Lugar on the activities at the Beech Grove Facility.

Making reference to the expertise at the facility, Lugar added, "Right here in Beech Grove is a critical facility that holds it all together," adding that employees at the facility are skilled and well-versed in the technologies associated with their work.

For its refurbishment of Superliner I Sightseer Lounge 33016, Amtrak was recently awarded an Innovation and Excellence Award for the 2009 Refurbishment of the Year. An international panel of 15 judges chose Amtrak's project as the refurbishment of the year, taking first place over a dining car entry from Finland. The award was originally presented at the Railway Interior Expo in Germany, an international trade show focused on the design, fitting-out and management of passenger train interiors.

continued on page 16

Partnership with North Carolina Expands

Additional Piedmont Trains Now in Service

The state of North Carolina and Amtrak are now operating two additional Piedmont trains to provide midday service between Raleigh and Charlotte, increasing the state-sponsored passenger rail service to six trains operating between the state's two largest cities.

Launched on June 5, the addition of the second Piedmont roundtrip complements the previous morning and late afternoon departures for the service.

"Having the midday service will allow for more business travel because people won't have to wait until the evening service to return to Raleigh or Charlotte," said Larry Vanover, assistant superintendent, Operations.

Vanover added that, based upon Amtrak experience with other routes, midday ridership will not initially be heavy but will increase overall ridership volume, and relatively quickly become an integral part of the total service as passengers become more familiar with the new frequencies.

The slightly more than three-hour trip between Raleigh and Charlotte includes

stops at Cary, Durham, Burlington, Greensboro, High Point, Salisbury and Kannapolis. So far in FY '10 (October through April), the Piedmont has carried nearly 7 percent more passengers and generated almost 9 percent more in ticket revenue compared to the same period a year ago.

"The new midday Piedmont Service is part of a long-term plan to expand the service," said Jeff Mann, senior director, Policy and Development. "Over the next seven years, we plan to add six more trains to accommodate growing demand for the service as passengers look for more travel options."



Mann added that North Carolina has been a state-supported service partner for more than 20 years and remains one of Amtrak's most active and supportive partners. "Their leadership has resulted in significant safety

and service improvement for the state-owned Raleigh to Charlotte corridor," he said.

"People are really looking forward to the new trains," said Conductor Christine Wetmore. "College students, for example, like the flexibility of heading to school, taking a mid-term or final exam, and coming right back without having to wait all day for a return trip."

continued on page 9

Pacific Surfliner Turns 10

Emmett Fremaux, vice president, Marketing and Product Development and Bill Bronte, chief, Division of Rail, California Department of Transportation and a host of local dignitaries were at San Diego's Santa Fe Depot on June 10 to celebrate the 10th anniversary of the *Pacific Surfliner*, the 350-mile train route serving communities on the coast of Central and Southern California between San Diego and San Luis Obispo.

The *Pacific Surfliner* offers 12 daily roundtrips between Los Angeles and San Diego, and fea-

tures modern bi-level cars with large panoramic windows; comfortable, custom-designed interiors; automatic doors for faster boarding; and a spacious Café car serving a variety of fresh sandwiches, snacks and beverages.

With ridership of 1.4 million for FY '10, the *Pacific Surfliner* is Amtrak's third-busiest service and the most heavily traveled line outside of the Northeast Corridor. Revenue through April was up 10 percent from FY '09.

"Ten years of great service, style and amenities are among the key reasons why millions of riders each year choose this option to travel up and down the Southern California coast," Fremaux said.

To mark the event, Bob Sloane, a San Diego-based entertainment producer, was hailed as the 25-millionth *Pacific Surfliner* passenger. He received complimentary Amtrak tickets and a hotel package deal to San Luis Obispo. ■



Contact Centers Pay Tribute to Top Performers

For their exceptional performance in a number of categories, more than 400 contact center employees were recently honored at events in both Philadelphia and Riverside, Calif., and presented with the FY '09 Sales Excellence Awards. Presented annually — now in their 12th year — the awards recognize outstanding call quality, superior revenue-per-hour generation, million-dollar sales, exceptional advance payment bookings and on-phone adherence.

“We recognized more than 225 employees, nine of whom achieved recognition in four categories,” said Rita Crozier, operations manager, Riverside Reservation Sales Contact Center. “They exemplify the professionalism of our entire team, but their performance over the last fiscal year makes them particularly worthy of this recognition.”

To commemorate the event, Crozier added that a decorative pin is designed annually by a contact center employee. This year’s pin design winner was Egle Balciuniene, a work-at-home reservation sales agent.

seven tapped for special Sales Excellence Awards based on their outstanding sales-per-hour, on-phone adherence and call quality.

“About 40 percent of our contact center workforce was honored this year,” said Philadelphia Contact Center Manager Bob Cook. “The high percentage of honorees is a testament to the stellar performance and outstanding customer service we strive for every day.”

“I feel honored and privileged to receive this award, considering all the agents who do this job,” stated Sales Excellence Award winner Ruth Arties. “I try to give

each passenger the one-on-one attention and quality service they deserve.”

Philadelphia Contact Center supervisors Ann Adams, Therese Marshall and Fran Sullivan-Pietrzykowski were also recognized with Supervisor of the Year Awards based on the outstanding leadership skills they exhibited during FY '09. ■

Sales Excellence Awards Recipients • Riverside, Calif.	
Reservation Sales Agent Carol Fields	Reservation Sales Agent Sharleen Vail
Reservation Sales Agent Hilda Hendrickson	Reservation Sales Agent Kathleen Sullivan
Reservation Sales Agent Nikole Lanoix	Reservation Sales Agent Genevieve Gjersvold
Sales Excellence Awards Recipients • Philadelphia, Pa.	
Reservation Sales Agent Mary Dawson	Reservation Sales Agent Mary Salvato
Reservation Sales Agent Diane Calabrese	Reservation Sales Agent Gary Landis
Reservation Sales Agent Patricia Schlear	Reservation Sales Agent Ruth Arties
Reservation Sales Agent Geneva Johnson	

“It’s always nice to be recognized for your accomplishments,” said Reservation Sales Agent Nikole Lanoix. “So, being invited to an awards event to be honored with your colleagues was very rewarding.”

On the East Coast, the Philadelphia Reservation Sales Contact Center recognized more than 200 of its employees, with

Honors for NEC Service Operations Employees

The Washington NEC Service Operations Employee Recognition Program honors outstanding craft employees committed to service excellence.


Last month, the division held its second annual employee recognition celebration for eight employees while also honoring two employees from the Mid-Atlantic Division, an engineer and chief crew base dispatcher. Employees received honors in the areas of Customer Service Excellence, Safety, Valor (due to heroic efforts made by two employees providing a critically ill passenger assistance aboard Train 19), and Sustained Excellence.

Employees, managers and supervisors submit nominations and a review panel consisting of labor and management selects the most outstanding candidates for their exceptional contribution or achievement in a number of areas.



Pictured are (Top Row, L-R): Mid-Atlantic Division General Superintendent Mike Sherlock; Director, Government Affairs Brian Gallagher; Lead Service Attendant Emma Carr; Superintendent NEC Service Operations Howard Carter; NEC Service Operations General Superintendent Lenore Slimbock; On-Board Services Manager Phyllis McClinton; On-Board Services Manager Patricia Baylor and Secretary Sharon Myers-McGriff. (Bottom Row, L-R): Chief, Crew Dispatch John Eskew; Lead Service Attendant Thomas Laing III; Assistant Conductor Peter J. Bolden; Conductor Martin J. Walsh III; Conductor Charles Wetzelsberger; Engineer Peter Sullivan and Trainmaster Michael Hibbert.

Hell Gate Catenary Project to Enhance NEC High-Speed Rail Service

An aerial photograph of the Hell Gate Bridge in New York City. The bridge's stone arches and steel truss structure are prominent. A passenger train is crossing the bridge from left to right. In the background, the East River flows, with a boat visible. The Manhattan skyline is visible across the water under a clear blue sky.

The Engineering department's Fire and Life Safety Project Management group is leading the effort to improve about 20 miles of the old catenary system on the Hell Gate Line between New York Penn Station and New Rochelle, N.Y.

With the modified and rehabilitated catenary system, the outdated hanging-beam system will be replaced with a newer one that is compatible with the system used on the rest of the Northeast Corridor. This improvement is an important step in enhancing high-speed rail service on the Northeast Corridor.

"Many of the components of the existing catenary are part of the original construction, which dates back to the early 1900s," according to Clavel Crump, program director, Fire and Life Safety. "With the conclusion of this project, we will have a more reliable and readily maintainable traction power system."

Typically, this main artery serves approximately 44 passenger trains between New York and Boston. These trains travel over the approximately 20 miles of electrified track between Penn Station and New Rochelle, crossing over the East River and the historic Hell Gate Bridge. The trains draw their traction power for propulsion from the current aging catenary system.

Crump added that Hell Gate is the only part of the corridor that does not have the standard catenary system. Upgrading to the standard system ensures fewer outages and easier repairs. The newer system also is equipped with independent electrification on each of the two tracks, thus eliminating having both tracks shut down for emergency repairs.

Currently, the multiyear project is about 80 percent finished with completion forecast for spring 2011. To date, the project team has installed more than 130 caisson foundations, 132 catenary poles, 45 X-span steel structures, installed new catenary at Manor Interlocking, installed approximately 10 miles of new catenary feeder cable, demolished abandoned catenary and feeder cables and finished the re-profiling of approximately 12 miles of catenary.

Originally slated for completion this summer, the project has been modified to include the installation of new fiber optic cable



Photo: Otto Schlawfer

Once the work is completed, the modified and rehabilitated catenary system will be compatible with the system used on the rest of Northeast Corridor.

for state-of-the-art signal and communications services and new remote terminal unit equipment at Pelham Interlocking to enable the operation of the catenary switches from Penn Station Central Control.

Fire and Life Safety, along with San Francisco-based URS Corp., is managing the project, which was designed by Jacobs Engineering. The construction contract was awarded to Omaha, Neb.-based Kiewit Construction Co. Engineering's Electric Traction group is providing the in-house review of the design and construction documents for compliance with company and federal standards.

Right-of-way inspection and protection and flagging services are also carried out by Engineering, with an assist from the Transportation department. ■

Partnership with North Carolina Expands

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To introduce the new midday Piedmont service, Amtrak is offering a 40 percent discount off of regular adult fares. The discounted tickets are valid for sale and travel through June 30 on Piedmont trains only. As a special bonus, the offer includes a \$10 discount on the purchase of a North Carolina MultiRider ticket from June 1 through June 30.

Building Toward the Future

Expansion of the service, including the new midday trains, is being paid for by \$545 million in American Recovery and Reinvestment Act (ARRA) funding received by the state as well as state funds.

"The ARRA funding lays the groundwork for the full build-out of the Southeast

High-Speed Rail Corridor," said Jay McArthur, principal officer, Policy and Development. "What we're seeing now is just the first phase of a multi-faceted plan to extend the Northeast Corridor down to Charlotte."

After Washington, D.C.-Charlotte was designated as a high-speed corridor in 1992, North Carolina, Virginia, South Carolina and Georgia joined together to form the Southeast High-Speed Rail Corridor (SEHSR) Coalition to provide frequent, reliable passenger trains capable of speeds of up to 110 mph (177 kph) and an average speed of 86 mph (138 kph).

Major portions of the SEHSR Corridor, which is being developed incrementally by upgrading existing railroad right-of-way, include Washington, D.C., to Charlotte, N.C.;

Richmond, Va., to Hampton Roads, Va.; Charlotte, Atlanta to Jacksonville; and Raleigh, Columbia to Jacksonville. North Carolina received \$520 million in ARRA funds for improvements that will enable higher track speeds along the corridor between Raleigh and Charlotte and \$25 million for projects to improve reliability of existing services from Raleigh north to Virginia. In addition, Virginia received \$75 million for improvements to the Richmond-Washington, D.C. section of the SEHSR Corridor.

"Building the high-speed rail will put people to work, lay the foundation for long-term growth and make travel faster and cheaper, while reducing our impact on the environment," said McArthur. ■



National Train Day Draws Interest Across the Nation

More than 35,000 attendees jammed the 2010 National Train Day events in Washington, D.C., Philadelphia, Chicago and Los Angeles last month to enjoy live entertainment, interactive and educational exhibits, kids' entertainment, model train displays and tours of notable private cars, Amtrak equipment and freight and commuter trains. Other National Train Day events also took place across the country at more than 180 locations in smaller communities in nearly every state, including Alaska and Hawaii.

"With improved and expanded equipment displays, and increased participation from the host railroads and our state partners, we were able to exceed our expectations and make this year's National Train Day an incredible success," said Emmett Fremaux, vice president, Marketing and Product Development.

For more National Train Day highlights, visit www.nationaltrainday.com. ■

Washington, D.C.: (Clockwise from bottom L.) National Train Day spokesperson and actor Taye Diggs flips the switch on an edible trainscape in New York before traveling to D.C. to serve as master of ceremonies for the activities there, which included Chef Vincent Teel, Conductor Mike Delahanty and Engineer Dave Martak providing guests with an inside look at train operations and a host of displays for kids of all ages. (Photos: Leigh Vogel/Getty Images for Amtrak)

Philadelphia: (Clockwise from top L.) The Philadelphia Boys Choir and Chorale and hip-hop dance troupe Phresh Select lift their voice and stomp their feet to rouse a crowd of 7,000 at 30th Street Station while others enjoy a baseball memorabilia display and the model train displays. (Photos: Lisa Lake/Getty Images for Amtrak)

Los Angeles: (Clockwise from top L.) Performing acts, such as Genevieve from Disney Playhouse's Choo Choo Soul, stilt walkers and the University of Southern California Trojans Marching Band bring smiles to the faces of the 10,000 attendees that visited the station. (Photos: Charley Gally/Getty Images for Amtrak)



Chicago: (Clockwise from top R.) Amtrak Board Chairman Tom Carper welcomes more than 5,000 guests to the National Train Day events in Chicago, which included a blues performance by Big Bill and Larry "Mud" Morganfield, sons of blues legend Muddy Waters, a demonstration by the Amtrak Police Department K-9 Units and a "Dining the Rail Way" exhibit. (Photos: Tasos Katopodis/Getty Images for Amtrak)

Elsewhere: (Clockwise from top L.) A Coaster rests alongside the track in Oceanside, Calif. (Photo: Larry Runser); Ticket Agent Jim Cusick joins the Swamp Creek and Western Model Railroad Club at the station in Edmond, Wash., while an old Vulcan Iron Works Locomotive No. 5 idles alongside the Georgia Agrirama in Tifton, Ga. (photo: Brian P. Roslund); and another group of train fans enjoy National Train Day in West Barnstable, Mass.



Front Line Focus

Dear Amtrak:

I write to compliment Conductor Michael Buckley for the impressive and professional way he handled a verbally abusive couple riding on Amtrak Train 667 departing New York City for Harrisburg, Pa.

A family of four did not have the appropriate documentation to prove they were entitled to a reduced fare. Conductor Buckley acted professionally, thoroughly explaining Amtrak's ticketing policy and offering solutions to the passengers. In return, the passengers threatened to have him fired if he did not acquiesce. ... The passengers made verbally offensive comments directed at Conductor Buckley, who remained calm, collected and professional. [He] showed remarkable restraint given the passengers' rude and antagonistic attitudes.

... Conductors like Mr. Buckley are an asset to your company and ensure our continued business.

Sincerely,
Keystone Service Passengers

Dear Amtrak:

You are normally subjected to complaints, but I would like to submit something positive. I frequently ride trains 501 and 507 back and forth to Seattle from Olympia, Wash.

I want to commend [Conductors] Alfonso Rodriguez and Christa Jensen for the courtesy and continued helpfulness to people taking these trains. They show special attention to all the passengers, but especially to those with special needs and the elderly. They are a great credit to Amtrak and I hope would be recognized for their excellent work.

Sincerely,
Amtrak Cascades® Passenger

Game On

continued from page 4

before,” he adds. “We need good relationships to maintain what we have, improve and seek new partners, so there’s no question we’re taking a more hands-on approach. There’s interest and activity among higher-level staff and we’re not taking our partners for granted.”

In March, Amtrak signed a contract with the Southern California Regional Rail Authority, which oversees Metrolink commuter-rail service, to operate trains on all seven of the agency’s lines, beginning June 26. The four-year contract includes options for two, three-year extensions.

The railroad also is competing to operate trains for the Maryland Transit Administration’s MARC commuter-rail service, which currently is operated by CSX Transportation.

Boardman believes Amtrak’s experience in U.S. passenger-rail operations sets it apart from competitors such as French rail operator Keolis (which now has an American division) and North American operator Veolia Transportation.

“You only have to look at those that try to come in and compete with us now. Where do they go for the people to operate? They go to Amtrak. Where do they go to find a training program to train their operators? They go to Amtrak. Where do they go for their safety program and rules? They go to Amtrak,” Boardman says confidently. “This sea change has created new competitors that are out there looking at this market, but not really understanding the market as well as they might think.”

But an Amtrak competitor has beat out the railroad for at least one operating contract as of late. In November 2009, Virginia Railway Express (VRE) officials announced they would award a new operating contract to Keolis. Amtrak has operated the agency’s commuter-rail services since VRE launched operations in 1992. Keolis is expected to take over on July 1.

Keolis “outscored the other three proposers on every one of the evaluation criteria by a substantial margin, and offered a lower price than any of the other proposers,” VRE said in a press release, adding that the agency’s selection of Keolis “is in no way a reflection on Amtrak or their employees because they have been a loyal partner from the beginning.”

However, newspaper reports issued since the new contract was announced have indicated a strained relationship between VRE and Amtrak. Last year, the agency pushed Amtrak to conduct more

rigorous inspections after a series of service failures caused large-scale service delays, according to an October 2009 article in the Washington Examiner.

Now that the operational switch-over is imminent, Amtrak is questioning whether VRE will be ready to make the transition. In an April letter to Virginia Transportation Secretary Sean Connaughton, Boardman said that, to his knowledge, train operators plan to stay with Amtrak. Keolis officials say they believe many of the engineers and conductors will switch from Amtrak to

their firm.

Expect to see more of Amtrak competing for contracts with states and transit agencies. Railroad execs also will be working to make sure they’re in the lineup as states begin seeking operators for high-speed rail services.

Amtrak currently operates 95-mph service between Porter, Ind., and Kalamazoo, Mich., and hopefully will be approved by the FRA to run 110-mph trains along the segment by late this year, says Kulm. Amtrak could

operate similar service in other parts of the country, says Boardman, citing the Chicago-St. Louis corridor and routes in New York state as examples.

Amtrak execs are eyeing emerging high-speed rail corridors, too, such as those in Wisconsin and Texas, as well as “greenfield” high-speed rail systems proposed for California and Florida that call for operating along new rights of way. The ultimate goal? To operate all the high-speed trains in the country, says Boardman.

He isn’t kidding.

“Amtrak understands how to do it and can be competitive,” says Boardman. “We know how to put a schedule together, we know how to make connections and we know how to make it safe.”

High-Speed Ahead

That’s because the railroad currently is operating the United States’ only high-speed system: the Acela, between Washington, D.C., New York City and Boston — something that’s often overlooked or dismissed by Amtrak and high-speed rail critics, says Boardman.

“We’re already in the game of high-speed rail. We have a train that goes 240 kilometers per hour,” he says, clearly aggravated over the notion that Acela doesn’t qualify as a high-speed system. “Why

“California and Florida are the first two states to really step out and commit to working on [a high-speed] system. The rest of us will get there incrementally, and having a partner like Amtrak will help us keep that focus.”

Eugene Conti

North Carolina Transportation Secretary



do I use kilometers? It's so confusing for the American public to hear about trains in Europe going 300 miles per hour. Well, most of the numbers out of Europe are kilometers. We're not really going a lot slower."

In March, Amtrak announced it was creating a new position — vice president of high-speed rail. The job hadn't been filled as of press time, but the VP will focus on how Amtrak can work to become the operator for the California and Florida high-speed rail systems, as well as improve its own high-speed operations in the Northeast Corridor.

For states that are seeking to implement high-speed rail service on an incremental basis, Amtrak can serve as a good partner, says AASHTO's Conti.

"The fact that they've understood that there is a high-speed program beyond what they've done with Acela is a positive recognition," he says. "Very few of us are ready to go to European or Asian standards overnight. California and Florida are the first two states to really step out and commit to working on that type of system. The rest of us will get there incrementally, and having a partner like Amtrak will help us keep that focus."

New Equipment Needed

But if Amtrak is serious about upping its game to become more competitive in the changing passenger-rail world, officials know there are some issues that need to be addressed — first and foremost, an old-and-getting-older fleet.

"We have the oldest fleet on average that we've ever had at Amtrak — 24 years. On average," Boardman stresses. "Some of them are my age, built in 1947-48."

In February, Amtrak released a fleet plan that outlines the railroad's long-term replacement strategy, which calls for ordering a base level of vehicles, then replacing them out to 2040.

"We tried to do two things: Not only do we need to replace the fleet, but we need to do it in a way that we support domestic manufacturing," says Boardman as he lays a copy of the fleet plan out in front of him. "The base will support the manufacturing industry and then the states can buy equipment for their corridor services on top of that."

Turning to a page that shows Amtrak's annual car miles vs. average miles operated at other commuter-rail agencies in the United States, Boardman points out that Amtrak's Superliner Is and IIs — the most heavily used cars in the fleet — each operate 187,000 miles annually.

"That's more than double what Tri-Rail operates its cars at," says Boardman.

A flip of the page shows Amtrak's annual locomotive mileage compared with Class Is.

"BNSF's annual mileage is 83,450. Our P-42s, the workhorse of the diesel fleet, operate 160,465 miles every year on average. Electric locomotives are at 128,000 miles," says Boardman.

The railroad is asking Congress to increase its previously submitted FY2011 budget request of \$2.1 billion by \$446 million so it can begin the fleet replacement program. The amount totals the annual cash flow requirement for the first two years of the plan. Amtrak would use the proceeds to purchase electric locomotives that operate on the Northeast Corridor, as well as 130 single-level baggage, dining and sleeping cars to replace the Heritage fleet. The railroad also would buy an additional 25 single-level sleeping cars to augment Viewliner cars currently in service on East Coast long-distance routes.

Is Amtrak going to get the funding? It better, says Boardman.

"This is America's railroad. Is this what America wants?" he asks, pointing to a photo of an Amtrak train currently operating on the Silver Star service. The train comprises a 1980s locomotive, 1950s Heritage cars and 1980s

Amfleet coaches. "No, it's not. So how do we get there? Is this a difficult year? Probably. Isn't every year difficult? We've got to get started on replacing these."

The fleet replacement program is estimated to cost \$11 billion over 14 years.

Amtrak also plans to invest in ADA improvements at stations and positive train control (PTC).



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Game On

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Amtrak already has installed PTC throughout the Northeast Corridor using an Advanced Civil Speed Enforcement System and along a segment in Michigan using an Incremental Train Control System. Now, the railroad needs to ensure the systems are interoperable to comply with the FRA's mandate.

PTC is necessary for both freight and passenger railroads, Boardman believes — not just to improve safety, but to boost capacity.

“When you look at Japan running trains four minutes apart, it's not just about the control they have of the trains. They also have the ability to get off the mainlines and into the stations and other trains can pass them,” he says. “We're going to have to have that technology to keep up with what we're going to demand from both our passenger and freight railroads for the future.”

And when it comes to meeting future passenger-rail demand, Boardman believes Amtrak will be in a position to meet it. In addition to fostering relationships with states and implementing a fleet improvement program, Amtrak has been posting operational progress and continuing to gain riders despite tough economic conditions.

“This is the most efficient passenger railroad in the United States. Let me say that again: This is the most efficient passenger railroad in the United States,” Boardman says, leaning in to make his point. “We cover 70 percent of our costs out of our farebox. There are no other passenger railroads that come close to covering those kinds of operating costs.”

Amtrak doesn't cover its capital costs, Boardman adds, but “neither do airlines — they don't cover capital costs for airports. Bus companies don't cover capital costs for highways and transit systems don't really cover capital costs of the service they provide.”

Regaining Riders

Amtrak's service is a worthy one, Boardman & Co. believe. After posting ridership records for several years straight, Amtrak in FY2009 registered a small dip, carrying 27.2 million passengers vs. FY2008's 28.7 million. Economy-related ridership declines, particu-

“ This is the most efficient passenger railroad in the United States. We cover 70 percent of our costs out of the farebox. There are no other passenger railroads that come close to those kinds of operating costs. ”

*Joe Boardman
President and CEO*

larly on the Northeast Corridor, were to blame, according to Amtrak.

However, the railroad is back on record-breaking pace for FY2010. During the fiscal year's first six months between October and March, Amtrak carried 13.6 million passengers, a 4.3 percent increase compared with the same FY2009 period. With the busy summer travel months ahead, Amtrak officials are confident the railroad will set a new ridership record for the full fiscal year.

Other aspects of Amtrak's future are less certain: Will Congress

approve a new surface transportation bill? Will Amtrak receive the funds it needs to launch its fleet replacement program? Will the Administration continue to support intercity and high-speed rail — and put its money where its mouth is?

Amtrak can count on at least one thing, says Boardman: a continued commitment from the management team to stay in the game.

“I was asked to come here and stabilize things, to figure out what kind of a team we need for the future,” says Boardman. “I made a commitment I would stay here three to five years to do that.”

It appears Amtrak board members are committed, too. In January, they extended Boardman's contract — originally signed as a one-year deal — indefinitely.

Staying the Course

Boardman hopes to serve a longer tenure in order to provide some stabilization to the workforce. Since Graham Claytor left Amtrak in 1993 after a more than decade-long term as CEO, the railroad has had a string of leaders that have served terms of five years or fewer. The rest of the senior management team has changed nearly as frequently.

“One of the most serious problems the company's had is its turnover at the top,” says Boardman. “Each time there's a change in management, there's a change in direction.”

AASHTO's Conti, for one, is pleased with the direction the current management team is taking.

“Joe himself has a great deal of experience from the state level and transit level. He knows a lot of people in the industry and he's brought in a lot of good people,” says Conti. “He's put together a team focused on reaching out to the other stakeholders, including



Actions Taken Point to Culture Shift

the states, and being a good partner in building a national program.”

For Amtrak, the game plan outlining the railroad’s role in that national program is well under way. Now, they’ll need an assist from Congress to carry it out. Amtrak has given members of Congress everything they need — and asked for — to better understand Amtrak’s ongoing needs, Boardman says. Now, it’s a matter of whether Congress will pony up.

It’s something Boardman thinks about often. It would be hard not to, considering his office window provides a straight-on view of the U.S. Capitol. Reclining in his chair, hands back on his head, Boardman relays one of those usually silent conversations he has with those members of Congress who ultimately will decide how deep in the game Amtrak will be able to go.

“I often think to myself, ‘You asked for it, now you got it. Here’s the fleet plan. Here’s the ADA plan. Here’s what we need to implement positive train control. Here’s the funding we need to maintain our services. Here’s what we need to improve,’” he says. “Are we doing an effective job? Yes, yes we are.”

Translation: Amtrak officials believe they have their bases covered. Now it’s time to play ball. ■

When a couple of employees in the Communications and Signals group working out of the New York Division came upon a dangerously deteriorating signal case bridge in Rahway, N.J., they did not turn a blind eye to a hazardous situation. Rather, the group spent about \$300 and a half-day’s work to remove the old, rotten wood planks and replace them with a new bridge.

This group of safety-minded employees included Foreman John Manna, Communications and Signals Supervisor Robert Schwarz, Helpers Vanelly Cortes and Alvin Lopez and Signal Trainee Michael Petrula.

“Instead of putting it off, waiting for another department to assume responsibility or waiting for another injury, we just decided to do it ourselves,” said Schwarz. “This is the start of a real culture change from a reactive to proactive attitude about safety. I believe it’s because of Safe-2-Safer.”

While the key elements of Safe-2-Safer, such as leadership training and the Behavior Accident Prevention Process® (BAPP) are just being formally instituted in some divisions, many are starting to adopt a philosophy built on the premise that changing behaviors and removing barriers are critical to safe operations.

“This group of employees has ‘heard’ about Safe-2-Safer, but what did they hear?” said Brian Boyce, director, Safe-2-Safer. “They heard ‘do the right things when it comes to safety, working safely, watching out for one another, and really taking a look at how you’re working.’”

Leadership training for managers and BAPP — the peer-to-peer observation process — is underway in the Mid-Atlantic, Northeast and Southern regions as well as Mechanical backshops and Reservation Call Centers. Corporate office locations and the Central, Southwest, Pacific and Pacific Northwest regions will soon follow. Managers and supervisors have already begun training sessions to learn more effective management techniques and better ways to provide feedback to employees.

New York Division Engineer Butch Bernaski explained that he views this type of effort as “grassroots” safety and these risk-reductions make him the most proud of his employees.

“What’s happening here on our division is a series of small wins, which when added together, pay large dividends,” he said. “We are proving to ourselves that making our work environment safer doesn’t require massive infusions of capital and resources. It just takes safety leadership by every employee and a willingness to take the initiative.” ■



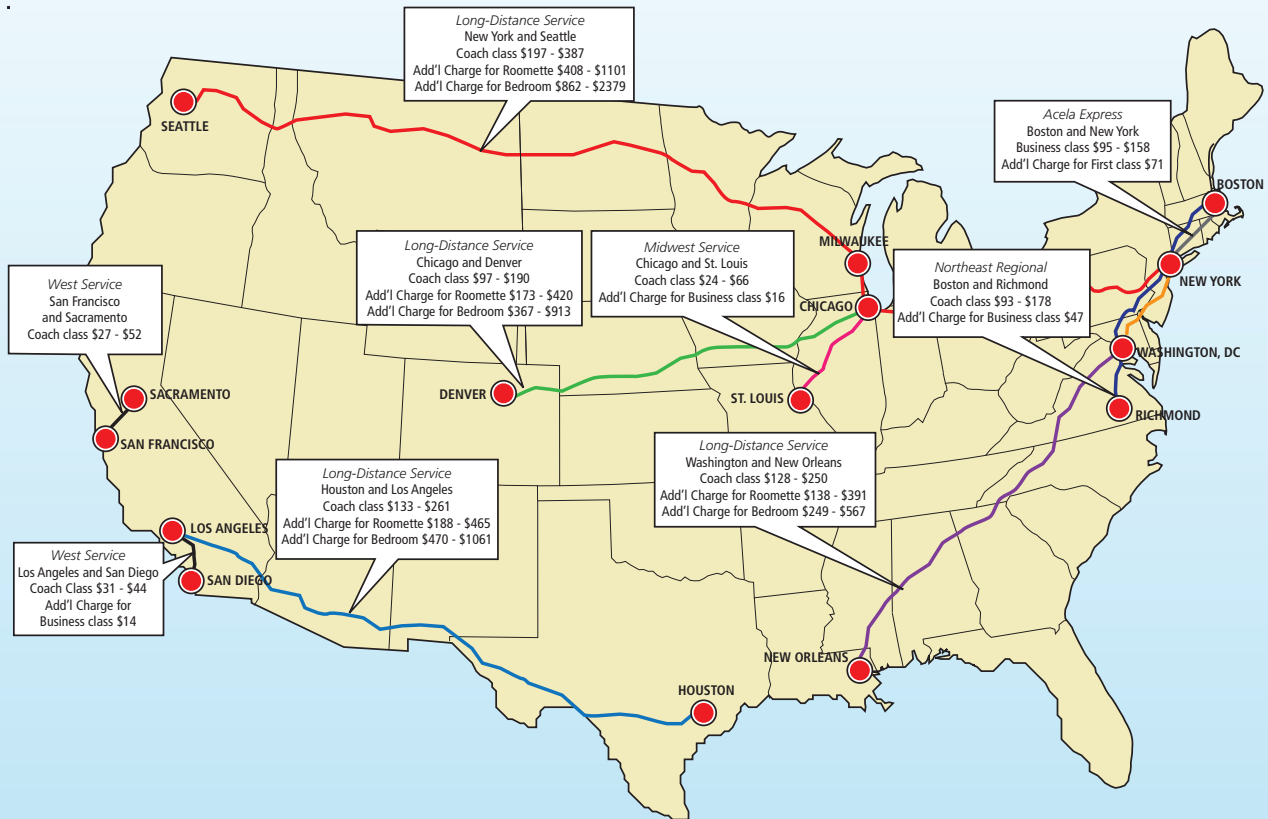
Photo: Robert Schwarz

Helpers Alvin Lopez and Vanelly Cortes, Signal Trainee Michael Petrula, Communications and Signals Supervisor Robert Schwarz and Foreman John Manna take initiative to rebuild a deteriorating signal case bridge in Rahway, N.J.

Did YOU know?

While every employee — regardless of job function or rank — contributes in some way to the services Amtrak offers, many employees do not know what passengers are paying for that service. This map reflects a snapshot of select current ticket prices across the system.

These sample prices illustrate the range in fares. Additional charges are added for upgrades to First class on the *Acela Express*, Business class on the *Northeast Regional* and Midwest and West trains and roomettes and bedrooms on long-distance trains.



Beech Grove

continued from page 5

Lugar joined Boardman in formally presenting the award to Carman Welder Kevin Wheatley at Beech Grove, who accepted it on behalf of the employees at the facility.

“I want to make sure that this facility grows, improves and gets the job done — and you do that ... we’re going to grow Beech Grove,” Boardman said during the presentation.

As they took in the work recently performed on Superliner Diner 38049, Boardman assured the senator that the \$32 million in American Recovery and Reinvestment Act (ARRA) funding secured for Beech Grove is being put to good use.

“The stimulus money we’ve received is the fuel driving our efforts to return 20 Superliner cars, one single-level Viewliner dining car and 15 P-40 diesel locomotives to service,” Boardman said. “To achieve this task, we’ve dipped into a struggling automobile supply industry to bring on board 108 trained mechanical personnel.”

“With the refurbishment, we have increased horsepower from 4,000 to 4,250 with an overall 2 percent increase in fuel efficiency over the original P-40 configuration,” added Shop Superintendent John Grey.

So far, seven of the 21 passenger cars and five of the 15 locomotives have been released back into service; the remaining will be completed by Feb. 17, 2011.

Beech Grove is home to nearly 600 employees who rebuild and overhaul the Superliner, Viewliner, Surfliner, Heritage and Horizon car fleets. Diesel locomotives are also repaired and rebuilt at Beech Grove for use across the Amtrak system. In addition, Beech Grove supplies components to other maintenance facilities, including couplers, air conditioners, air brake valves and more than 300 other components not readily available elsewhere. ■

Promotions in Motion

Amtrak Partnering Up with Baltimore Sun for Broadway Show

Amtrak is partnering with the Baltimore Sun, the Buckingham Hotel in New York and the new hit Broadway production "Promises, Promises," to expand its exposure with Baltimore Sun readers in May and June while providing one of the newspaper's most loyal readers a reason to visit the Big Apple.

Baltimore Sun readers have a chance to win two round-trip tickets from Baltimore to New York to see the show on June 19 in a contest drawing, while Amtrak will be featured in two half-page color ads, one full-page winner announcement ad, exposure on the Reader Reward Web site and e-mail



blasts. In addition, Amtrak and *Acela Express* will receive further exposure in Reader Reward ads featuring highlights of the winners' travel to New York.

Kids Ride Free on Hiawathas This Summer

Families traveling between Chicago and Milwaukee this summer can take advantage of a special fare sale for *Hiawatha Service* that allows two kids to ride free with the purchase of an adult ticket. The offer is available now through Aug. 29 and is valid for travel on Fridays,

Saturdays and Sundays only. Children traveling for free must be between the ages of two and 15.



Seven *Hiawatha Service* trains operate Mondays-Saturdays and six roundtrips are available on Sunday. An online and e-mail marketing campaign is underway in support of the promotion.

"I Love N.Y." Promotion in Effect for Select Amtrak Guest Rewards® Members

As part of an "I Love N.Y." promotion, all Amtrak Guest Rewards members with home addresses in New York, Vermont, Illinois, Indiana, Ohio, Pennsylvania, Massachusetts, Montreal and Toronto are eligible for a 20 percent discount on fares in New York state, St. Lambert, and Montreal, Canada.

This "I Love N.Y." offer includes travel on the *Adirondack*, *Empire Service*, *Ethan Allen Express*, *Lake Shore Limited* or the *Maple Leaf* and is also open to members who have traveled on these services in the last 24 months. Three-day advance purchase is required and travel is valid from May 31, 2010 and May 31, 2011. ■



Amtrak Team Descends on Pow Wow



Photo: Mike DeAngelo

Senior Director, Travel Industry Sales Craig White (L.) confers with Claudine Conaway, director, Travel Agency Service Center at the U.S. Travel Association's 2010 International Pow Wow, a travel trade show for developing international tourism to the United States.

Through a series of business sessions and three days of pre-scheduled appointments, the Marketing team promoted Amtrak service internationally and worked to develop overseas sales and revenue.

Employee Milestones

Congratulations to All of You!

20-Year Anniversary

May 2010

BEATTIE, ROBERT
Wilmington Shops

BEKKELUND, GAYE
Ft. Worth Station

BISHER, RAYMOND
CNOC

BLAKE, DONNA
Ivy City Maint. Facility

BRETT, JAMES
Mid-Atlantic Reservation
Sales Contact Center

BROWN, HYZEEM
Los Angeles Offices

BROWN, THOMAS
Auto Train Lorton Station

CARTER, BARBARA
Penn Station New York

CASAL, RUFINO
Los Angeles 8th St. Coach
Yard

CHITTENDEN, KEVIN
Rensselaer Station

COLEMAN, TAMIA
Los Angeles 8th St. Coach
Yard

COSTELLO, JOHN
Raymond Plaza West;
Newark, N.J.

DORT, CHRISTOPHER
Salisbury T&E Crew Base

ECHANDY, ELIZABETH
Chicago Union Station

ELLIS, BERNARD
Phila. 30th St. Station

FLEMING, MARSHALL
New Orleans Station

FLEMMING, RALEIGH
C&S Construction; Linden,
N.J.

FUNK, SHARLA
Carbondale Station

GILSON, DAVID
New Haven Station

GONZALEZ, ENRIQUE
New York Division HQ

GRIPPS, MICHAEL
New London Station

HALLISEY, PATRICK
New Haven Station

HALSEY, GREGORY
Elkton Station

HAMB, BARBARA
Chicago Union Station

HARRIS, TERRY
Los Angeles 8th St. Coach
Yard

HATZOLD, JAMES
Phila. 30th St. Station

JACKMAN, FREDERICK
Penn Station New York

JEZYK, TIMOTHY
Wilmington Shops

JONES, CLAUDE
San Antonio Crew Base

KOVALESKI, KEITH
Raymond Plaza West;
Newark, N.J.

LALLANDE, CAROLE
Oceanside Station

LAMPTON, ENOCH
Chicago Union Station

LEEN, THOMAS
Pontiac Crew Base

LENOX, DONALD
Trenton Station

MCCOY, MOSES
Los Angeles Offices

MCKENZIE, VIVIEN
Ann Arbor Station

NASH, CARLTON
Raymond Plaza West;
Newark N.J.

NELSON, GARY
Los Angeles Offices

NGUYEN, THANH
Boston South Station

NIGRELLI, FRANK
Portland, Ore. Station

OLIVO, JOSEPH
Chicago Crew Base

OLSEN, VIRGINIA
Boston South Station

OPPING, LINDA
Penn Station New York

PARKINSON, ERIC
Sacramento Station

PARMAR, SUKHCHAIN
Penn Station New York

RODRIGUEZ, WILLIE
Sacramento Station

RUIZ, SALVADOR
New York Division HQ

SAULTERS, RENDALA
Washington Union Station

SITTER, GEORGE
10 G St. Washington, D.C.

SMITH-FIGARO, GAIL
Phila. 30th St. Station

SYMONS, GUY
Boston South Station

TANNER, JASON
8th St. Coach Yard

TESNO, HAROLD
New York Division HQ

TINGLE, TIARA
Phila. 30th St. Station

TOLSON, EDWARD
REA Bldg; Washington, D.C.

TOMECEK, STEPHEN
Atlanta Station

TORRES, GUADALUPE
Brighton Park Facility

TUHEY, DONNA
Chicago Offices

TURCOL, LINDA
Wilmington Shops

VENTURA, MARK
Chicago Union Station

VIRGIL, TOD
Niles Station

WHALEN, KATHLEEN
Mid-Atlantic Reservation
Sales Contact Center

WILSON, SCOTT
Rensselaer Station

WINFIELD, CYNTHIA
Western Reservation Sales
Contact Center

25-Year Anniversary

May 2010

BLANDS, PATRICIA
Penn Station New York

**BRINSON-BROWN,
ZENOLIA**
Penn Station New York

BROWN, CLIFF
REA Bldg, Washington, D.C.

BURTON, LORETTA
Phila. 30th St. Station

**CANADA-WHITE,
POLLISIA**
Chicago Crew Base

CHARLES, LISA
King St. Station, Seattle

CHRISTIAN, DAVID
N.Y. Sunnyside Yard

CRIDER, DONNADALE
New York Division HQ

EISENBERG, MICHAEL
Western Reservation Sales
Contact Center

**FLOYD-JOHNSON,
PATRICIA**
New Orleans Station

FOLEY, DANIEL
Chicago Crew Base

FORD, JOSEPH
Depew Station

GARRETT, BERTHA
Baltimore Penn Station

GRECU, GEORGE
Penn Station New York

GREEN, KENT
Penn Station New York

HOUSE, JANE
Chicago Crew Base

HOWARD, PHYLLIS
Chicago Crew Base

HOWELL, BRADFORD
Chicago Crew Base

KENT, JERRY
REA Bldg., Washington, D.C.

KOUTSIKOS, SOPHIA
Seattle Mechanical Yard

KUSSOW, ROBERT
Milwaukee Station

LANCASTER, ANGELA
Los Angeles Offices

LANDRY, DEBORAH
Auto Train Lorton Station

LEE, ANTHONY
Chicago Crew Base

LOWN, GARRY
REA Bldg., Washington, D.C.

LYNCH, DINAH
REA Bldg., Washington, D.C.

MASON, COLLIN
REA Bldg., Washington, D.C.

MCDERMOTT, ELIZABETH
Bear Car Shop

REID, EVELYN
Penn Station New York

ROBINSON, FRANK
Chicago Crew Base

RUTLEDGE, JACQUELINE
Miami Station

SADDLER, CONNIE
Penn Station New York

SEABROOK, GEJUANICA
Penn Station New York

SEWELL, PHILLIP
Pontiac Crew Base

STACK, GERARD
Chicago Crew Base

SUMMERS, ANGELINE
Phila. 30th St. Station

SUMMERS, EVANGELINE
New York Division HQ

WEST, CATHERINE
Chicago Crew Base

WILLIAMS, ALEXANDER
Chicago Crew Base

WILLIAMS, KIMBERLEY
Raymond Plaza West,
Newark, N.J.

WILLIAMS, RICHARD
Los Angeles Offices

WINTERS, FRANCINE
Washington Union Station

30-Year Anniversary

May 2010

AFFLICK, PETER
Chicago Mech. & Terminal
Offices

ANGLUM, ROBERT
Rensselaer Mech. Facility

BENNETT, JEFFREY
Rensselaer Mech. Facility

BOLIN, GARY
Beech Grove Maint. Facility

BRYANT, WILLIAM
Penn Station New York

CALVIN, CYNTHIA
Los Angeles Offices

CARTWRIGHT, GARY
MOW Base, Providence,
R.I.

CHILDS, OLIVER
Phila. 30th St. Station

Employee Milestones

Congratulations to All of You!

CHUNG, JIN
Everett Station

COUDON, TIMOTHY
Phila. 30th St. Station

COX, CHRISTOPHER
Beech Grove Maint. Facility

COX, HAROLD
Penn Station New York

CZAP, MATTHEW
Wilmington Shops

DAPRILE, MICHAEL
Beech Grove Maint. Facility

DICKS, HARRY
Penn Station New York

DICKSON, EDWARD
Phila. 30th St. Station

DOYLE, DONALD
Beech Grove Maint. Facility

DUBE, DAVID
Phila. 30th St. Station

DUBE, DENNIS
Phila. 30th St. Station

DUNN, DIANNE
Los Angeles Offices

FEDROFF, JAMES
New York Division HQ

FELTON, IRMA
Los Angeles Offices

FINCH, CHARLES
Little Rock Station

FLINKSTROM, DAVID
Phila. 30th St. Station

FORD, CHRISTOPHER
Sacramento Station

GLAZIER, JAMES
Los Angeles Offices

GORDON, DERRICK
Phila. 30th St. Station

GREGG, EDWIN
Phila. 30th St. Station

GRISMORE, BERNARD
Beech Grove Maint. Facility

HERRON, DAVID
Beech Grove Maint. Facility

HURD, WILLIAM
Baltimore Penn Station

JANISCH, MICHAEL
Beech Grove Maint. Facility

JENKINS, WARD
Bear Car Shop

KATZ, CURTIS
Chicago Crew Base

KOTOWSKIE, STEVEN
Chicago Crew Base

KREMP, JOHN
New York Division HQ

LEWIS, MICHAEL
Washington Union Station

LINK, DAVID
Los Angeles Offices

MANTLE, STEPHEN
Phila. 30th St. Station

MARCUM, DOUGLAS
Beech Grove Maint. Facility

MCFADDEN, DANIEL
CNOC

MCGILL, CHARLES
Raymond Plaza West,
Newark, N.J.

MEYER, JERRY
Harrisburg Station

MORETT, DON
C&S Repair Shop

MORTERUD, RICHARD
Phila. 30th St. Station

NGUYEN, HOANG
Beech Grove Maint. Facility

OMANS, DARRELL
Waterloo T&E Crew Base

PEARSON, PAUL
Bear Car Shop

PERDOMO, HUMBERTO
Beech Grove Maint. Facility

PERULLO, JOHN
Boston South Station

PIERCE, LOUIS
Wilmington Shops

**PINKEY-CLARKE,
DAPHNE**
Los Angeles Offices

POSTON, GERALD
Florence Station

POWELL, GERALD
Western Reservation Sales
Contact Center

PUGH, CHARLES
Washington Union Station

PUSEY, DONALD
Phila. 30th St. Station

REED, SHARLOYN
Oakland Station

REID, ZONTINE
Washington Union Station

ROANE, FREDERIC
Washington Union Station

ROEBUCK, CHARLES
Los Angeles Offices

SALIMBENE, RICHARD
Penn Station New York

SANTOS, FRANK
Penn Station New York

SARDO, SAMUEL
Bear Car Shop

SCHNECK, MARC
Raymond Plaza West;
Newark, N.J.

SCOTOLATI, MARK
Bear Car Shop

SEMLIATSCHENKO, JOHN
Northwest Base, New
Brunswick, N.J.

SHANNON, KAREN
Phila. 30th St. Station

SIDES, EDGAR
Lancaster Station

SIMONSON, FREDERICK
Orlando Station

SIMS, DONALD
Beech Grove Maint. Facility

SMITH, BRYANT
Phila. 30th St. Station

STEIL, VICTOR
Wilmington Shops

WORD, GARY
Beech Grove Maint. Facility

TROSINO, MICHAEL
Phila. 30th St. Station

TURNER, JEROME
Vancouver Station

VAUGHN, JAMES
Beech Grove Maint. Facility

WEBB, RICHARD
CNOC

WILDS, WAYNE
Wilmington Station

WILLIAMS, ANTHONY
Los Angeles Offices

WILSON, BOBBY
Beech Grove Maint. Facility

**WILSON-DANIELS,
SHIRLEY**
Bear Car Shop

WOERNER, FRANCIS
Bear Car Shop

WOLOS, EUGENE
Phila. 30th St. Station

WOODARD, JAMES
Chicago Crew Base

ZEDONEK, MICHAEL
Penn Station New York

35-Year Anniversary
May 2010

DEVINE, RALPH
St. Louis Station

JONES, JAMES
Utica Station

SHORT, STEPHEN
Beech Grove Maint. Facility

WILLIAMS, MELVIN
Atlanta Station

Retirees
April 2010

ALMARAZ, MARSHA
Los Angeles Offices

BEARY, RICHARD
Galesburg Crew Base

BENNETT, DWIGHT
Beech Grove Maint. Facility

BILLINGS, CRAIG
Seattle Mechanical Yard

BLACK IV, R. CLIFFORD
Amtrak Corporate HQ

BOGARDUS, WAYNE
Phila. 30th St. Station

CABRERA, ANTHONY
Los Angeles 8th St. Coach
Yard

COLANDREA, MICHAEL
MOW Base, Hamden,
Conn.

FELDER, JEANETTE
Mid-Atlantic Reservation
Sales Contact Center

GAMBREL, CAROL
Chicago Offices

GIURFA, GIUSEPPE
Washington Union Station

HARVEY, HAYWARD
Los Angeles Offices

JAMES, DAVID
Baltimore Penn Station

KUCZYNSKI, LEONARD
Penn Station New York

LOTSPEICH, JOHN
Galesburg Crew Base

MOORE, HAROLD
Auto Train Lorton Station

PARSONS, CAROL
10 G St., Washington, D.C.

PROCTER, WARREN
South Hampton St. Yard

SHILOH, REUVEN
Phila. 30th St. Station

STROUD, WILLIAM
Phila. 30th St. Station

WANG, JOHN
10 G St., Washington, D.C.



60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

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This Month In Amtrak History

J U N E



June 11, 2010

The *Empire Builder* turns 81. The train is named after railroad tycoon James J. “Empire Builder” Hill, who reorganized several failing railroads in the late 19th century into the Great Northern Railway.



June 14, 1991

Amtrak hosts a celebration to commemorate the newly renovated 30th Street Station in Philadelphia. The main concourse measures 290 feet by 135 feet with a 95-foot-high coffered ceiling and beautiful Art-Deco chandeliers.



June 15, 1999

Amtrak returns to Oklahoma with a daily Fort Worth-Oklahoma City train, which was later named the *Heartland Flyer* as part of a contest among the state’s schoolchildren.

The Amtrak logo, featuring a stylized train and the word "AMTRAK" in a sans-serif font, is positioned above the word "ink" in a large, white, serif font. The background is an aerial view of a modern, multi-story brick building with large windows and a glass-enclosed walkway. A blue and white Amtrak train is visible in the lower-left corner.

AMTRAK®
ink

A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 7 • July 2010

Can You Name This Station?

Amtrak Marks the 20th Anniversary of ADA

New Richmond Service Takes Off This Month

O'Connor Outlines Security Strategy

Quick Quotes

“July is the 20th anniversary of the Americans with Disabilities Act. What are your thoughts on ADA and the significant contributions of your co-workers with disabilities?”



“As a company, Amtrak does a fantastic job to accommodate our employees with disabilities. Working with them side-by-side has helped me understand my customers, so I may accommodate their special needs when traveling with us.”

Marc Cinq-Mars
Reservation sales agent, Western Reservation Sales Contact Center, Riverside, Calif.



“ADA has made equal access possible for those of our colleagues, friends and family with disabilities. Like gender and race, disabilities are a normal part of life and should not hinder or diminish a person’s right to full participation in activities. Happy 20th year, ADA.”

Carolyn Stagger
Recognition program manager, Washington, D.C.



“Everyone adds value. The contributions of those employees with disabilities though may be even greater because of what they’ve had to overcome, and that should serve to inspire and motivate the rest of us.”

Robert King
Ticket agent, St. Louis, Mo.

On the Cover: Can you name this station?

This artist’s rendition shows the exterior of the Normal Multimodal Transportation Center in Bloomington-Normal, Ill.

The center, opening in the fall of 2011, will be a 68,000-square-foot, four-story structure with an attached parking structure, office and retail space and a public meeting place.

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Train of Thought

The summer's just begun and so far it's been pretty eventful. In June, I traveled with our board of directors and others to the West Coast. It was a pretty packed two weeks — I met with employees and toured facilities in New Orleans, Houston, Los Angeles, Oakland, Seattle, Chicago, and at each station stop where there was time I looked at our stations and met the men and women who keep our system operating. Leaving Washington I took the Crescent, then the Sunset Limited, Coast Starlight, Empire Builder and then the Capitol Limited back to Washington. I rode some of our California service (Capital Corridor to Sacramento) and met with some of our state and commuter partners and a number of public and union officials in California as well.

This trip was designed to not only familiarize the board of directors with Amtrak California operations, but to also have discussions with our stakeholders about high-speed rail, commuter and state-supported services like the Surfliners, along with the connections to our long-distance service, which is and will continue to be critical to the success of any regional service — conventional or high-speed.

I left Washington on June 9, and arrived back June 24. We planned the trip that way because I wanted to be back before the Virginia Railway Express service was to be transferred to Keolis Rail Services on the 28th. As it turned out, Keolis was not ready, and we agreed to provide Train and Engine crews to operate Virginia Railway Express service through July 9, a two-week extension beyond the original contract expiration date. Our priority was — and needed to be — to ensure the continuity of service for the VRE passengers, and we've met that commitment with a great group of people who have been operating the VRE for years.

Last late month, we failed Maryland Area Regional Commuter passengers when a MARC train lost power and we left about 900 passengers stuck in very high-heat conditions for two hours. Our service delivery efforts that night broke down, and we put a premium on the operation of the equipment rather than the passengers aboard the train. We took ownership of our mistakes, apologized and took action. We've since announced measures we're taking to put passengers first by ensuring that we've got protects available, cancelling and using the following departure to rescue a disabled train if there's no head-end power, conducting additional training for our crews in how to better communicate with MARC passengers, among other actions. All of us (including me) need to think about how to put passengers first in what we do, if we do that it will guide our actions and our judgments quickly when the chips are down. And by the way, I know we already have people who do that every time — those of you who do need to remind and support those of us who don't, because sometimes "stuff" gets first place.

On the West Coast, we assumed operation of Los Angeles-area Metrolink commuter service late last month. We were chosen outright for the contract because of our depth of knowledge and our safety record. When I met with the Metrolink crews in June, many of

the employees told me that they were happy to be coming back to the Amtrak family, and that was heartwarming to hear. There's something very unique about our employees' dedication to Amtrak. We look forward to serving the 40,000 people who rely on Metrolink every day. We started service Saturday June 26, and I have talked to someone every day since then (or if not talked, then texted), and things are going well.

The summer heat has been tough on our aging electric locomotives. I know that extreme heat and cold is hard on our equipment, but knowing it and doing something about it are two different things. We are taking some steps to better troubleshoot our equipment issues this summer and I expect those measures to deliver better performance and customer service in the near future.

The long-term fix to our equipment issues is to have a regular program of buying new equipment every year to support a domestic manufacturing base. I told members of Congress a couple of months ago that replacing our hard-run and aging equipment is an urgent need. We cannot afford to see an increase in mechanical failures that result in poor customer service. So we are pushing ahead, and we expect to procure between 20 and 60 electric locomotives and 130 cars in the near future. Keep mind that this is a long-term answer to a near-term problem, since we won't start to take delivery for another two to three years.

Also this month we celebrate one year with Safe-2-Safer. After our July board meeting, you will receive a special report on where we stand. I believe we are making excellent progress, and I think you will agree. It takes a long time with consistent efforts to condition ourselves to change our behavior in a way that is better for us, for our passengers and for our stakeholders. Thank you for the desire and the interest in doing so, and for the forgiveness provided when mistakes are made.

The common thread in all of this is that we are responsible for and need to hold ourselves to account to provide safe and reliable service to our passengers. Our culture is necessarily oriented toward operations and I understand that. But our priority should always be our passengers. It doesn't matter what we do with the equipment if we are not doing right by our passengers.

Conversely, our culture seems unnecessarily focused on assigning blame, rather than instilling accountability and ownership. When we make mistakes, we accept responsibility — we don't point fingers — and we strengthen our resolve to learn from the experience, put measures in place (and stick to them) to avoid a repeat occurrence. That is the Amtrak we must be and we can't compete in this day and age if we're anything less. ■



Joseph H. Boardman

NEC Master Plan Charts New Course for Regional Transportation Network

After an unprecedented three-year effort involving Amtrak, 12 states from Maine to Virginia as well as the District of Columbia, the Federal Railroad Administration, eight commuter and three freight railroads and the Coalition of Northeastern Governors

(CONEG), a joint proposal and “The Northeast Corridor Infrastructure Master Plan” were recently released to define the role that intercity, commuter, freight and high-speed passenger rail can play in improving the region’s transportation network, expanding capacity, relieving

congestion and stimulating economic growth.

The multistate proposal also recommends a study to identify projects in the Master Plan that are ready to move forward in the near future; analyze multi-modal systems; develop a preferred rail configuration plan; and revise a Programmatic Environmental Impact Statement for the NEC main line from Washington to Boston, which was last done in the late 1970s.

“The proposed study represents the collective efforts of the states that clearly recognize the need for a coordinated and systematic approach to the overall rail network in the East,” said Joseph Marie, former commissioner, Connecticut Department of Transportation. “Regional collaboration is what will keep our high-speed rail initiative moving forward.”

The Master Plan is considered the baseline to evaluate the potential for major expansion of high-speed rail in the Northeast, and many of its proposals were used by the states to develop funding applications under the High-Speed Intercity Passenger Rail Grant Program.

As a next step, Amtrak recently initiated a “next generation” high-speed rail feasibility study to examine potential new alignments, market demand and projected service patterns for the NEC through 2050. The study, expected to be released later this summer, considers the costs and benefits of a major increase in service frequency, top speeds of greater than 200 mph (322 kph) and trip times of less than two hours on both the north and south ends of the corridor.

“We expect the high-speed rail initiative to help the Northeast achieve



The NEC Master Plan defines the role that intercity, commuter, freight and high-speed passenger rail services can play in improving the region’s transportation network.



Photo: Daryl Johnson

The NEC Master Plan reflects commuter rail agencies' plans to expand to underserved or outlying locations within their market area. SEPTA is considering increasing service.

significant energy, environmental, economic development and quality of life benefits," said Senior Director, Corridor Infrastructure Planning John Conlow.

The Master Plan also defines 2030 service levels for all users — intercity, commuter and freight — of the Boston to Washington main line; the Albany, Harrisburg and Springfield branch lines; and the Washington to Richmond segment. It recommends more than \$50 billion in capital investment through 2030, including mandated safety projects like Positive Train Control, and state-of-good-repair and capacity improvements.

"The plan documents the major sections of the corridor that are at or near capacity today," Conlow added. "The problem will worsen significantly by 2030

unless a major program of improvement is undertaken."

Along with the states, Amtrak also identified major service expansion possibilities, including reinstating service over the inland route between Boston and Springfield, Mass., and expanded service on the Springfield, Harrisburg and Empire corridors. Virginia is planning to initiate service to Norfolk and two new corridors are also being considered to be opened by 2030 — the Pocono Corridor serving Scranton, Pa., and Binghamton, N.Y., and the Eastern Shore Corridor to Dover, Del., and Ocean City, Md.

As outlined in the plan, Amtrak goals for the existing network through 2030 include 20- to 30-minute trip-time reductions from Boston to New York and New

York to Washington. To help meet the trip-time goals, the company proposes raising maximum speeds on the existing network to 160 mph (258 kph), installing constant tension catenary on the south end of the corridor between New York and Washington to prevent arcing and maintain constant contact with the pantograph, straightening curves to minimize speed restrictions and upgrading high-speed interlockings.

As with intercity service, commuter rail agencies are looking to expand their networks to underserved or outlying locations within their market area. For example, Massachusetts is planning an expansion of MBTA rail service to Fall River and New Bedford. SEPTA is considering increasing Philadelphia-Trenton service, extending

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New Richmond Service Takes Off This Month

Beginning July 20, the *Northeast Regional* will add new daily and weekend morning departures from Richmond, Va. The new weekday frequency will leave the capital city at 7 a.m., arriving in Boston at 6:25 p.m., while the new Saturday and Sunday frequency departs Richmond at 6:35 a.m., arriving in Boston at 5:17 p.m.

The new service is funded by the Commonwealth of Virginia as part of a three-year demonstration program designed to provide Virginians with more transportation options, and is complemented by another *Northeast Regional* route to Lynchburg that began service last October. The other weekday morning frequencies currently on the schedule depart Richmond at 6 a.m. and 10:59 a.m. The weekend morning frequencies depart at 8:35 a.m. and 10:45 a.m.

“We expect the response to the new service to be extremely positive, just like the enthusiasm Virginians displayed when we extended service to Lynchburg,” said District Manager Paul Higgs. “My team is excited to offer residents and visitors more travel options within and to and from this great state.”

Additional ridership is expected to be around 40,000 in the first full year of operation.

In addition to the new service, Virginia has funded equipment rebuilds to increase the equipment pool and added new track capacity and infrastructure to service equipment at the Staples Mill Station in Richmond. Additionally, extensive improvements were made to the CSX line between Fredericksburg and Washington to add capacity to benefit the Virginia Railway Express commuter service.

The new frequencies are part of the Amtrak Virginia service, a public-private partnership among Amtrak, the Department of Rail and Public Transportation and Virginia’s rail operators, including CSX and Norfolk Southern and the Virginia Railway Express commuter service. Together, the Lynchburg and Richmond services represent the first phase of intercity passenger rail improvements in the Interstate 81/Route 29 and Interstate 95/Interstate 64 corridors. These services are expected to remove 1.4 million cars from highways, save more than 9.6 million gallons of fuel and eliminate 63,000 tons of carbon emissions each year.

“Our partnership with the commonwealth has been a model of cooperation,” said Principal Officer, Policy and Development Jay McArthur. “And, we are actively working with DRPT on its next phase of passenger rail expansion, which will be passenger rail serving Norfolk directly via Petersburg over the Norfolk Southern route.”

Virginia is the most recent addition to Amtrak’s list of 15 state partners. The other partners are California, Illinois, Maine, Michigan, Missouri, New York, North Carolina, Oklahoma, Oregon, Pennsylvania, Texas, Vermont, Washington and Wisconsin. This partnership marks the first time that the commonwealth has invested in intercity passenger rail service.

Richmond is also served by several Amtrak long-distance services, including the *Palmetto*, *Silver Star* and *Silver Meteor*. ■

Signs of Culture Change Result from Safe-2-Safer Implementation

In the year since launching Safe-2-Safer, there is evidence that the efforts of Amtrak's employees, managers and unions are yielding benefits. And, although safety in the workplace has long been a top priority, the company's culture and commitment to safety appear to be evolving.

"Just recently, I was talking with an employee who's been with Amtrak for 25 years," said Conductor Felicia Thompson. "He told me he originally thought [it] would be just another safety program ... but he's seen the positive changes we're making and is now a strong believer and participant."

Thompson is currently serving a two-year term as a full-time Safe-2-Safer facilitator for

recently witnessed some of his employees working on an HHP locomotive using a ladder that was not ideal for the job. Accordingly, he had new, more stable ladders designed and ordered.

"We have since purchased two upper platform scaffolds that have locking legs as well as four arms at different levels that lock against the locomotive body," Bello said. "I'm proud to say that the employees are excited to see real changes being made for the good of safety."

In another instance at Ivy City, an employee injured a finger in a pinch point on the locomotive on which he was working. After identifying the risk, Bello's team



At the Ivy City Maintenance Facility, new, safer scaffolding that locks against the locomotive body replaces an outdated apparatus while train doors are now labeled to identify hazardous pinch points.

the Transportation department in the Mid-Atlantic region.

"I firmly believe that I'm helping to make a difference toward changing our safety behaviors in a positive fashion," she said, "while helping create a better environment where management and labor work hand-in-hand toward a common goal, which is safety for all."

Mike Bello, a mechanical superintendent at the Ivy City Maintenance Facility in Washington, D.C., can attest to this. He

placed candy-striped stickers at that pinch point on all locomotives to alert their co-workers to be careful.

"We are seeing more humanistic interactions in the shop, more instances where employees are taking the initiative to communicate better, provide feedback and remove barriers to safety," Bello said.

To further illustrate the changing culture, one employee who took part in his division's Behavioral Accident Prevention Process

Safe-2-Safer Launches in West Coast Divisions

With the recent launch of safety leadership training for managers and supervisors in the Pacific and Pacific Northwest Divisions, the Safe-2-Safer rollout is making progress across the entire system, marking an important milestone in the company's efforts to improve its safety practices.

"Both divisions began by selecting the managers for their core teams, initiating Safe-2-Safer training for managers, and with unions starting the process of establishing Steering Committees," Senior Director Safe-2-Safer Peter Hall said. "All Steering Committees across the system are expected to be seated and operating by the end of the fiscal year."

The Steering Committees, comprised of agreement-covered employees selected for two-year terms by their respective unions, manage the Behavioral Accident Prevention Process (BAPP), an observation activity that aims to remove safety barriers, and identify and eliminate at-risk behaviors. An elected facilitator manages the committees' day-to-day work while program partner,

Behavioral Science Technology, guides the committees through the process.

Once the Steering Committee and facilitator are in place and trained, the Committee's first task is to review injury reports and use employees' knowledge of major risks to identify behaviors that could prevent those injuries. This becomes the Safe Behavior Inventory that forms the basis for subsequent observations in the workplace. ■

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Amtrak Marks the 20th Anniversary of ADA

As the nation observes the 20th anniversary of the enactment of the Americans with Disabilities Act of 1990, Amtrak officials recognize the significant progress the company has made toward serving the community with disabilities while acknowledging that work remains to be done.

“The Amtrak experience, from stations and equipment to planning and booking tickets, includes accommodations for passengers with disabilities,” said Chief Operating Officer William Crosbie.

Among its directives, ADA mandates that all stations be made accessible to persons with disabilities by July 26.

Amtrak serves 529 stations, but only owns 63 of the 483 stations that need to become compliant. Currently, 352 of the 483 Amtrak stations, or 74 percent, required to be ADA compliant provide barrier-free pathways — between streets, parking areas, other ground transportation and trackside locations for boarding the trains — for passengers requiring the use of wheelchairs. Moreover, 94 percent of Amtrak passengers begin or end their trip at stations accessible by wheelchairs.

Yet, the lack of dedicated funding and complex access and other agreements have in large part prevented Amtrak from meeting the statutory deadline to make the stations it serves fully ADA compliant.

“Completing a comprehensive ADA stations program is still a considerable challenge,” said John Bennett, assistant vice president, Policy and Development. “Defining the scope of the needed changes, the funding requirements and timing for improvements requires coordination between host railroads and station owners.”

Bennett added that efforts to further develop and implement the program are underway, involving key personnel in a number of departments, all dedicated to improving ADA compliance and better customer service.

Despite the challenge, Amtrak is

engaged in a \$1.6 billion capital improvement program to bring all stations up to the required standards. In FY '10, the company allocated \$144 million for station accessibility improvements.

The Great American Stations program, which partners Amtrak with local communities to rebuild and revitalize stations, also plays a key role. The Web site offers Station Design Guidelines and is supplemented by an ongoing series of “Civic Conversations” between Amtrak, station owners and community leaders that serve as a resource for redevelopment and ADA compliance. The next Civic Conversation is scheduled for July 21 in Chicago.

From a passenger equipment viewpoint, all of Amtrak’s trains meet or exceed ADA requirements for accessible seating, offering such amenities as reserved spaces for wheelchairs, seating that enables passengers to transfer to/from a wheelchair and accessible bedrooms and restrooms. In addition, cars are being modified to allow on-board storage of Segway personal transport vehicles for the mobility impaired, a project that will be completed sometime next year.

Amtrak has advanced an across-the-board initiative to increase the number of stations that are accessible to persons requiring wheelchairs. This program, called Mobility First, is being funded through the American Recovery and Reinvestment Act.

“As of last month, we had more than 300 wheelchair lifts at 231 stations,” said Program Manager, Stations, Gail Secan. “And, as part of the Mobility First initiative, we’re placing an additional 176 lifts in 162 stations.”

By the project’s conclusion on Feb. 17, 2011, Amtrak will have 479 lifts available at 393 stations.



President and CEO Joe Boardman joins Disabled and Senior Task Force member and Capitol Corridor passenger Cecilia von Beroldingen and her guide dog, Neoki, at the Amtrak Customer Advisory Committee spring meeting at which he discussed the company’s efforts to improve accessibility.

Additionally, plans are underway to modernize the Passenger Information Display System, or PIDS, to meet ADA requirements for disseminating train status information to passengers with hearing or visual limitations.

“PIDS offers visual paging systems for deaf passengers, with information provided in audio and visual formats simultaneously,” said Sanjean Williams, PIDS project director.

Following the launch of a pilot program in Aberdeen, Baltimore and New

Thanks for a Job Well Done

For nearly 18 years, the Amtrak men and women assigned to operate the Virginia Railway Express commuter service have delivered safe and customer-friendly service to VRE's 17,000 daily passengers.

The Train and Engine crews continued to operate the service through July 9, per a two-week extension of the original agreement. VRE requested the extension because of Keolis Rail Services' inability to assume operations as scheduled on June 28.

"I want our crews to know that I'm proud of the work they've done and look forward to having them continue to be part of the Amtrak family," said Amtrak President and CEO Joe Boardman.



(L-R on the platform level): Engineers Floyd Turner and Gordon Vincent, Assistant Conductor Michael Thompson, Conductors Carlos Cruz, Melvin Johnson and William Boggs, Assistant Conductors Brenda Alexander, Michael Johnson, Charles Pitts, Bonnie Olliff, Blair Catts and Alfonso Calwise; (Bottom to Top on ladder): Engineers Steven Geter, Michael Chadwell, Mark Singer and Diana Lynch; (In the locomotive): Engineer Chris Dort; (L-R alongside locomotive): Conductors Steve Watson, Thomas Franta, Odis Bledsoe, Corbett Price Jr. and Robert Dameron, Assistant Conductor Brion Reed and Conductor Justin Waldron.

Carrollton, Md., the PIDS system will be deployed in a phased approach, with additional installations in Hudson, Rhinecliff and Albany, N.Y.; Route 128 in Massachusetts; Harrisburg, Pa.; and Providence, R.I. The new system is

designed to connect to a number of train monitoring systems to provide detailed and accurate train information.

Station and equipment improvements are combined with Block Training for on-board and station employees to better assist passengers with disabilities. The training offers clear explanations of how to provide assistance if requested.

The Amtrak Customer Advisory Committee's Disabled and Senior Task Force has also played a role in improving staff sensitivity for passengers with disabilities. Over the past year, the task force has developed video and audio recordings for

“Amtrak officials recognize the progress the company has made while acknowledging that work remains to be done.”

new hire and Block Training, worked with disability groups to gather input for improving customer service, and attended new hire training.

“My approach has always been to put the passengers first and offer assistance with a warm ‘How may I help you?’” said Levi Methvin, a conductor from the Pontiac, Mich., crew base. “I offer a friendly arm when assistance is requested. Passengers with disabilities don’t need your help to eat or use the bathroom, but they may need you to bring them their food or assistance to visit the restrooms.”

On the trip planning and ticket booking front, Amtrak.com features a text sizer feature to enlarge the type used on the site and provide more color contrast to help sight-impaired or color-blind customers.

At the Reservation Contact Centers, specially trained teams further assist passengers with disabilities with their travel planning needs.

“When an agent is made aware that a customer has special needs, he or she offers whatever service makes that passenger most comfortable from point A to point B,” said Les Lord, a customer service agent at the Western Reservation Sales Contact Center.

Lord added that TTY capability is also available for deaf callers still using the technology or customers can also call 1-800-USA-RAIL to talk to an agent via a relay service.

A “briefing blitz” took place last month to provide information on assisting passengers with disabilities to reservation and ticket agents, all train and on-board service crews, station personnel and Amtrak Police. Additional information and an online refresher training course is available on the Amtrak Intranet at “Employees” → “Education and Training” → “Customer Service.” ■

Employees with Disabilities Contribute Value and Diversity to the Workforce

Diversity in the workplace often translates into diversity of thoughts, new solutions to old challenges and a better understanding of the customer's perspective. Such are the benefits that Amtrak's employees with various disabilities bring to the company's customer service. Their keen insights into what a passenger needs or might need enable the company to better provide service to passengers with disabilities.

Disability is defined by the Americans with Disabilities Act (ADA) of 1990 as "a physical or mental impairment that substantially limits a major life activity." As the nation marks the 20th anniversary of this landmark legislation, *Amtrak Ink* shines the spotlight on a couple of employees who clearly demonstrate — on the job and off — that there are no limits.

Reservation and Information Clerk Nancy Ungar

Like her colleagues at the Western Reservation Sales Contact Center in Riverside, Calif., 30-year Amtrak veteran Nancy Ungar has fielded every type of phone call imaginable, from providing scheduling and fare information to researching and resolving complaints. What makes this common occurrence uncommon is that Ungar is visually impaired.

Blind since birth, Ungar goes about her job using a Braille display device that provides access to the Arrow system.

"Nancy is a courteous, pleasant person with a positive attitude who exemplifies the high level of customer service that our passengers deserve and



Photo: Peggy Beverage

Nancy Ungar executes her duties at the Contact Center in Riverside, Calif., using a Braille display that provides access to the Arrow system.

expect," said John Christiansen, a fellow Reservation and Information clerk who assists Ungar by reading her bulletins and providing updates.

"Nancy has been a fantastic employee," added Contact Center Supervisor Peggy Beverage. "She is very conscientious in both her attitude and performance."

In fact, Ungar and her guide dog, Gracie, won a Presidential Safety and Service Award in 2005 for Sustained Excellence. She is also the recipient of a Contact Center Agent of the Year Award and more than 200 complimentary letters from passengers over the course of her 30-year Amtrak career.

"Being blind is not a disability for Nancy," Beverage said. "You can drop the 'dis-' and just leave 'ability' because there isn't much that Nancy can't do, or hasn't done."

For her part, Ungar said, "I just try to make people happy with the service. I get a lot of satisfaction because I'm empowered to make decisions and do what I think is right. Being visually impaired doesn't affect that."

Ungar is an advocate on issues affecting the visually impaired community. As an active member of the American Council for the Blind, she has traveled all over the country, attending conventions and seminars, enjoying ocean cruises designed especially for the visually impaired and cross-country skiing.

On the job and off, Ungar's impairment is secondary to a philosophy that would best serve anyone — sighted or otherwise.

"Be your best, do as much as you can. Communicate in an effective manner. Advocate in a way that is a win-win for everyone," she said.

Senior Employment Diversity Specialist David Nelson

Based out of Amtrak headquarters in Washington, D.C., David Nelson works on a number of initiatives that promote inclusiveness in the workplace, everything from coordinating diversity classroom training to outreach to the disabled community to providing ADA-related information to various departments. Deaf as a result of spinal meningitis as an infant and an inner-ear problem as a teenager, Nelson said he is rarely affected by his condition.

“Special considerations to do my job are nominal,” said the 20-year Amtrak employee. “I do, however, use an interpreter for meetings, presentations and workshops.”

Nelson also employs a videophone that enables him to use American Sign Language to communicate by video or

make calls through an interpreter.

“David is a unique person who manages the diversity training process very well,” said Employment Diversity Specialist Earl Richmond. “He prides himself on making the business case for attracting individuals with disabilities to use Amtrak’s transportation services.”

Well-schooled on ADA and how it applies to Amtrak’s commitment to diversity, Nelson also sits on several advisory boards, including Greyhound Lines, Delta Airlines, Continental Airlines and Northwest Airlines, and participates in local deaf organizations. For his advocacy efforts, he received the Frederick C.

“Because of David’s excellent contacts and relationships throughout the disability community, he was able to reach out to more than 1,500 organizations [on Amtrak’s behalf].”

Schrieber Distinguished Service Award in July 2004 from the National Association of the Deaf. Named after the organization’s first executive director, the award

recognizes an individual member of NAD “deemed to have contributed, on a volunteer basis and nationwide, to the well-being of deaf and hard of hearing people in the United States.”

Nelson was also instrumental in enabling Amtrak to implement discounts on sleeper accommodations for persons with mobility impairments.

“Because of David’s excellent contacts and relationships throughout the disability community, he was able to reach out to more than 1,500 organizations to publicize the Amtrak discount for passengers with disabilities,” said Amtrak Deputy General Counsel And Solicitor General Dennis Moore. “The notification process was so successful that Amtrak significantly increased its ridership by persons with disabilities.”

When asked about personal challenges and his advice for overcoming them, Nelson said, “There are some difficulties I’ve faced in the past in and out of work, but it resulted in my being a stronger person. To get through any issues, I recommend being honest with your supervisor and others and taking a proactive approach to change the environment to one that reflects our commitment to diversity in the workplace.” ■



From his Washington, D.C.-based office, David Nelson employs a videophone that enables him to use American Sign Language to communicate by video or make calls through an interpreter.

O'Connor Outlines Security Strategy

In the early morning hours of Sunday, June 20, an armed assailant boarded a CSX freight train stopped at a red signal about four miles outside of New Orleans, killing the conductor and grazing the engineer. As an investigation ensued, Vice President and Amtrak Police Department Chief John O'Connor dispatched four special agents to the scene to assist CSX and the New Orleans Police Department in providing an increased security presence.

Later that same week, Patrol and Special Operation personnel participated in Operations ALERTS, or Allied Law Enforcement for Rail and Transit Security, in the Chicago metropolitan area and select locations in neighboring Wisconsin and Indiana. This initiative — the first of its kind to occur off the Northeast Corridor — among state and local authorities and APD, along with Metra and the Transportation Security Administration, was an effort to enhance the readiness of all involved, produce broader familiarity with normal activities in and around a station and foster stronger working relationships. An Operation RailSafe exercise took place in May, and other similar events are scheduled for the coming months.

“Whether we’re aiding an investigation in New Orleans or playing a role in a joint exercise, our strategy is to provide a seamless security force that protects our passengers, people and property,” O'Connor said.

O'Connor recently laid out that strategy in recent testimony before Congress in which he highlighted expanding the K-9 explosive detection program, ongoing baggage screening, continued collaboration with the Transportation Security Administration (TSA), and preventing unauthorized access to facilities through enhanced corporate security. He characterizes his department as designed to provide a proper mix of customer-oriented policing and robust counterterrorism.

“Our position is that we must identify the most likely threats, assess the likelihood and possible consequences of an attack, and focus our efforts on defeating the most dangerous and likely terror tactics,” O'Connor said. “We think this strategy enables us to do just that.”

As part of the Special Operations division, K-9 assets are one of the most accurate tools for detecting explosive devices. In 2005, there were about 20 K-9 teams, many of which were not trained to detect explosives. Today, under the watchful eye of APD Inspector William Parker, there are 45 K-9 teams.

“These are single-purpose dogs whose mission is bomb detection,” Parker said. “Several of the teams are vapor-wake trained to detect odors that have lingered in an area for 15 minutes, which helps us track potential suicide bombers.”

Some of Parker's K-9s are in the midst of numerous deployments across the country as part of Random Canine Surge Teams

that can be called upon in an instant to protect any Amtrak facility.

“Although the surges have typically taken place at the major station locations, we’re now expanding coverage to lesser populated areas,” said Parker. “In both cases, we provide a visible and unpredictable deterrence to those wishing to do harm to employees, passengers or equipment.”

The next layer of security involves the random baggage screening program. Launched in 2008, screening teams deploy in an unpredictable manner designed to make it difficult to predict the level of security.

“We’ve conducted hundreds of screening operations, resulting in tens of thousands of passengers being randomly selected,” O'Connor said.

With funding secured through the American Recovery and Reinvestment Act/Transportation Security Grant Program, APD is expanding the program to include three additional screening teams.

To further address potential terrorist threats and provide a visible uniformed presence, Amtrak has joined with TSA to deploy Visible Intermodal Protection and Response teams. The first VIPR exercise took place in December 2007 at the Amtrak station in El Paso, Texas. Since then, 328 VIPR operations have been conducted, with 42 percent held at non-Northeast Corridor stations.

In the Corporate Security division, the emphasis is on securing and preventing unauthorized access to Amtrak facilities. Accordingly, an APD task force is considering a number of measures to control access and Station Action Teams are conducting inspections at various facilities to identify ways to address the issue.

Even with a sound strategy and efficient structure in place, APD is still looking at ways to further improve its ability to protect passengers, employees and property.

“The Safe-2-Safer survey revealed a number of areas where officers and other employees felt we were lacking,” O'Connor said. “So, we looked at all of those areas and established action items to address those areas where we needed to improve.”

For example, officers reported that they perceived a “blame first” attitude in the department when it came to injuries, and it appeared to some that no root-cause analyses were conducted. Now, like the rest of the company currently implementing Safe-2-Safer, APD is reviewing 115 injuries from 2005 for root causes and developing its Safe Behavior Inventory.

“We are reassessing how we deploy and are improving our methods and communication,” O'Connor said. “Both inside and outside the company, we want to counter the perception that security is weak at Amtrak.” ■

Fire and Life Safety Project Wins Industry Award

The Long Island City East River Tunnel Ventilation Facility Rehabilitation project was recently recognized as the Project of the Year by the New York/New Jersey chapter of the Construction Management Association of America.

“This prestigious award was achieved under stiff competition within the tri-state area of New York, New Jersey and Connecticut,” said Chief Engineer Frank Vacca, “due to the outstanding leadership and management of the entire Construction Management team in the category for projects valuing between \$60 million and \$150 million.”

The project is part of a multiyear initiative to improve the six Amtrak-owned Hudson and East River rail tunnels that carry passengers to and from New York Penn Station. The project involves the construction of modern ventilation and fire standpipe systems, modern communication systems and a variety of safety measures.



The construction project team gears up to demolish the old structures and all the concrete in the two caissons before fitting out the caissons with new structures that replaced virtually all of the original systems.



Photo: Courtesy of CMAA NY/NJ

Director, Fire and Life Safety Clavel Crump (3rd from L) and current Project Manager Stephen Riley (2nd from R.) receive the CMAA Project of the Year Award. (L.-R.) Former Project Manager Jim Collins and AECOM officials Lee Wolochuk and Mike Norton look on.

“We won the award because we have exhibited sound and practical construction management procedures in providing a state-of-the-art facility that aids in instances of emergency evacuation to

protect the riding public,” added Clavel Crump, program director, Fire and Life Safety.

“The facility now allows for safe and efficient evacuation of passengers from the tunnels and track levels, providing clear ingress and egress for emergency responders,” said Stephen Riley, project manager. “It also provides more-than-ade-

quate fire suppression and ventilation to the affected areas.”

The facility services four separate East River Tunnels carrying Amtrak, Long Island Rail Road and New Jersey Transit trains between New York Penn Station and points north and east of Manhattan.

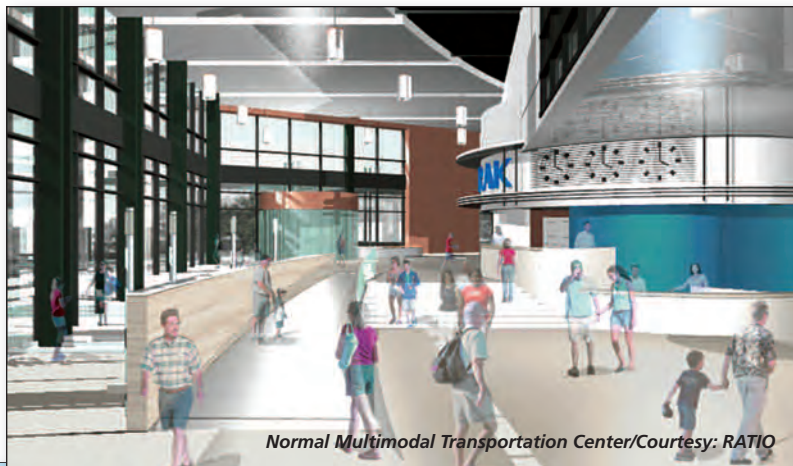
Before the new facility could be built, the construction project team first demolished the old structures at grade to clear the site and then demolished all of the concrete in the two caissons. Below grade, the team fitted out the caissons with a new structural configuration that replaced virtually all of the original systems. At street level, the project team constructed a two-story brick-faced reinforced concrete building.

“The reconstruction of a 100-year-old facility presented many construction challenges, many in the form of unseen conditions,” Riley said. “But, we were able to forecast challenges in the work, which enabled us to make the preparations and adjustments to continue meeting schedule milestones.” ■

New Multimodal Stations to Open in Midwest

Amtrak officials, along with officials from the City of Normal and the Illinois Department of Transportation, are expected to participate in a groundbreaking to launch the construction of a new multimodal transportation center in Bloomington-Normal, Ill. At press time, however, the event schedule was not yet finalized.

The new facility, which



Normal Multimodal Transportation Center/Courtesy: RATIO

regional facility serving the transportation needs of Amtrak, local shuttles and regional buses. It will serve a 14-county area and as many as 1 million people.”

Koos added that the project will create 300 construction jobs initially, but the economic boost

that the center will bring to the area will create even more jobs.

The center, funded in part by a \$22 million Transportation Investment Generating Economic Recovery grant, will span a 68,000-square-foot, four-story structure that includes an attached parking building, ticketing and office space for both Amtrak and the Bloomington-Normal Public Transit System, waiting areas, a food court, retail establishments, municipal offices and public meeting space.

The *Texas Eagle* and *Lincoln Service* will make stops at the new center in Normal, beginning in late fall 2011.

Also, the official groundbreaking ceremony for the new Pontiac Transportation Center in Pontiac, Mich., is slated for July 16. The center, which will replace the trailer and unsheltered platform currently in use, will be a multimodal facility serving Amtrak and Greyhound bus passengers. Michigan Gov. Jennifer M. Granholm is among those expected to participate in the groundbreaking.

The Pontiac facility is being built entirely with state funds. In addition to Amtrak and Greyhound, project partners include Michigan Department of Transportation; Michigan Department of Technology, Management and Budget; and the city of Pontiac.

“The new facility at 51000 Woodward Avenue will provide a modern, energy-efficient transportation center in the heart of Pontiac, an ideal location for a regional center,” said Janet Foran, spokesperson for MDOT.

The facility will serve as an endpoint for the *Wolverine* service to Chicago, beginning next summer. ■



Pontiac Transportation Center/Courtesy Rob Pearson, MDOT

replaces an aging and undersized Amtrak station, will bring together several modes of transportation, including passenger rail, intercity and local bus service, airport shuttles, taxi services and passenger vehicles.

This facility, along with a similar facility being built in Pontiac, Mich., are evidence of the continued emergence of passenger rail in communities across America as a means to reenergize local economies.

“Anytime we have new facilities that enhance our state-supported services, that’s a good thing,” said Amtrak Board Chairman Tom Carper. “These transportation centers will not only improve transportation efficiencies but will also greatly enhance their respective regional transportation networks.”

At a press conference announcing the project, Normal Mayor Chris Koos said, “While this is located in Normal, it’s indeed a

NEC Master Plan

continued from page 5

service from Thorndale to Coatesville and/or Parkesburg on the Harrisburg Line, and increasing service between Philadelphia and Newark, Del., in conjunction with the Delaware Department of

Transportation. MARC service will increase substantially north and south of Baltimore, with a possible extension to Elkton, Md., or Newark, Del.



Photo: Courtesy of NJDOT

The Master Plan represents the collective efforts of the states that clearly recognize the need for a coordinated and systematic approach to the overall rail network in the East.

In addition to the intercity and commuter service, the Northeast Corridor is also a critical transportation artery for freight rail. About 50 Class I and regional freight trains use the NEC each day, including Norfolk Southern, CSX Transportation and Providence and Worcester Railroad. While intercity and commuter traffic will dominate operations, the Master Plan asserts that the corridor's role in providing key freight rail linkages to Northeast ports and local industry is important to the economy of the region.

"There is broad consensus among policymakers that highways cannot continue to absorb all the expected growth in freight movement over the next 20 years," said Conlow. "For this reason, it is critical to protect and enhance the NEC's ability to accommodate the freight rail needs of ports and industries adjacent to or accessed via the NEC."

Among the most critical NEC freight needs is improved access to the Port of Baltimore and between Perryville, Md., and Newark, Del., to serve the Delmarva Peninsula. ■

Safe-2-Safer

continued from page 7

observation activities commented that he realized that "it wasn't 'us versus them' anymore" when it came to removing barriers to safety and transforming at-risk behaviors into safe behaviors. Indeed, the BAPP motto is "No Name, No Blame, No Sneak-Up," meaning that records are kept confidential, there are no negative consequences or discipline resulting from a BAPP observation and everything is done openly.

Changing at-risk behaviors is anchored in the peer-to-peer BAPP. In the Mid-Atlantic division, one of the first to begin the process, the division's Steering Committee initially observed more than 150 behaviors, 16 of which were deemed at-risk. Two of the

first behaviors observed involved pinch points and whether employees were carefully walking and moving around the work area. At once, changes were made to reduce the potential for injury. "The potential for getting caught in a pinch point or slips, trips and falls are among the most common injuries observed in the workplace," said Thompson.

"Instead of perpetuating actions that might cause an injury, like getting off the train without using a handrail or closing doors or drawers without using handles, we're able to begin pointing out what safe behavior is and how displaying it can prevent injuries," she added. ■

Signalman, Amtrak Win Community Service Awards

For his work with the Burlington (N.J.) County United Way, Signalman Ed Horta was recently awarded the William G. Fenimore Community Service Award. Horta, a 14-year Amtrak employee, who was injured on the job last summer, is working with United Way as part of the company's Right Care Day One program. This program keeps injured workers active while recovering from an occupational injury or illness.

A second Fenimore Award was presented to Amtrak acknowledging the value and contributions of the Right Care Day One program. Jacqueline Reardon, R.N., a transitional duty nurse with the program accepted the award on Amtrak's behalf.

"Amtrak put me in a position to help, and that's what I did," said Horta who works out of the New York Division. "When I came here, they kept telling me to slow down, but I wanted to bring the standards I set at Amtrak to this job. I wasn't expecting an award, though."

Last June, after suffering a back injury and a lengthy recovery, it was concluded by Horta's doctor that his medical restrictions would prevent him from returning to his regular Communications and Signals job in and around the Linden, N.J., area.

In stepped Right Care Day One, which allows employees to perform alternative-duty work for charitable or non-profit organizations.

"Employees like Ed receive the benefit of his regular paycheck while in the program and Amtrak is able to give back to the local community," said Reardon. "It's a win-win for everyone involved."



Signalman Ed Horta (left) accepts the William G. Fenimore Award from Bill Fenimore Jr. (right) while United Way Associate Director Mark Hatoff looks on.

Reardon added that the program helps injured employees stay connected, keep a routine and maintain a sense of self-worth and productivity.

"I want to thank folks like Jacqui," Horta said. "Even though it's their job, they really made me feel like they cared about me and my family."

Horta came on board at United Way of Burlington County at a time when the small office was in the midst of its annual fundraising campaign and bustling with activity. He jumped right in, according to his supervisor, by performing

filing duties, preparing mailings, helping with events and conducting Internet research.

"Ed is a model employee; he is at work every day, on time and always willing to do what is asked," said Valerie Scott, office and systems manager. "His help in keeping our office organized and moving forward has been invaluable."

Although Horta is still on the mend and a return to full-time Amtrak duty is undetermined, he said he is itching to come back to his Communications and Signals work.

"I consider myself lucky because I love my job," said Horta. "I've learned to appreciate it more now that I'm not there. This program shows that Amtrak really does care about its people." ■

Front Line Focus

Dear Amtrak:

I want to take this opportunity to acknowledge the outstanding service I received from [Conductor] Dan Christen ... on the *Hiawatha Service*.

In addition to my luggage, I also had my laptop, cell phone and [a] birthday gift. I ... proceeded to start working on my laptop when I realized that I'd forgotten the gift in the terminal.

Thinking that I could quickly retrieve the gift, I left all my luggage, including the laptop on the train. [But] not only did I not find the gift, but the train departed ...

Mr. Christen informed me by phone that he would deliver the luggage and computer to Passenger Services [in] Chicago.

I was later informed that Mr. Christen had also found the gift, which I had placed under the seat!

Amtrak is most fortunate to have conductors such as Dan Christen.

Sincerely,
Hiawatha Service Passenger

Dear Amtrak:

... [M]y family of seven was traveling back to Montana from Illinois. ... We were tired and a bit grumpy, but our youngest son (age 4) discovered a distraction that brought a huge smile to his face — Officer Stan Bailey and [his K-9 partner] Riot.

My son was thrilled when Officer Bailey ... took the time to give him a picture card [of the K-9 team]. We were so impressed that, in the city of Chicago, this officer took the time to do this. Officer Bailey promised to return with some more cards and stickers for the kids. We didn't think much of it, knowing that people get busy. ... [He] did return and brought enough cards and stickers for the other kids waiting at the gate.

We just wanted to say "thank you" to Officer Bailey for bringing smiles to the children and the parents of many Amtrak passengers that day. ...

Sincerely,
Empire Builder Passengers

Promotions in Motion

Amtrak Guest Rewards® Offering More Great Promos

Amtrak Guest Rewards® is adding to its list of member benefits with two new promotions in the Mid-Atlantic.

Having been a longtime “preferred partner” with the Greater Wilmington (Del.) Convention and Visitors Bureau, Amtrak is also offering a 40 percent companion rail fare discount to spur travel into Wilmington from other cities along the Northeast Corridor. The companion rail fare is valid for sale on the *Northeast Regional* only through Dec. 13 and valid for travel through Dec. 16.

Amtrak Guest Rewards members visiting the Brandywine Valley outside of Wilmington can also take advantage of a discounted single-rate admission to area museums and gardens as part of the Brandywine Treasure Trail promotion. By presenting a membership card or current Amtrak ticket, members also get a 10 percent discount in the museum store at the Delaware Art Museum; a complimentary copy of the Brandywine River Museum guide; a 10 percent discount in the museum store at the Delaware Historical Society and Read House; and a 10 percent discount in the museum store at Hagley Museum and Library.

The promotion includes a Brandywine Treasure Trail Map and a passport good for one-time admission at the following sites: Brandywine River Museum, Delaware Art Museum, Delaware Center for the Contemporary Arts, Delaware Historical Society and Read House, Delaware Museum of Natural History, Hagley Museum and Library, Longwood Gardens, Mt. Cuba Center, Rockwood Museum and Winterthur Museum and Country Estate. The passport promotion ends Labor Day.



Amtrak and the upcoming film *Cats & Dogs: Revenge of Kitty Galore* Launch Travel Sweepstakes

Amtrak is teaming up with the movie *Cats & Dogs: The Revenge of Kitty Galore* to offer a chance to win a grand prize trip for four to anywhere Amtrak travels. The film, opening on July 30, is a 3D comedy that blends live action with state-of-the-art puppetry and computer animation.

In addition to the grand prize, five first-prize winners will receive a Flip video camera; 15 second-prize winners will get an Amtrak picnic basket, blanket and Red Cap bear; and 30 third-prize winners will receive an Amtrak cap made from recycled materials and an ARTE plush toy. The sweepstakes runs until July 31.

“Catch a Train, Catch a Game” Winners Announced

The winners of the Amtrak/Missouri Department of Transportation/Missouri Division of Tourism “Catch a Train, Catch a Game” sweepstakes will soon be riding the *Missouri River Runner* to enjoy a Major League Baseball game and other attractions in Kansas City and St. Louis. Donald Steward of Linn Creek, Mo., won the Cardinals grand prize, which consists of four *Missouri River Runner* round-trip tickets; four tickets to a Cardinals baseball game; a stay at the Millenium Hotel-St. Louis; and four passes to ride a tram to the St. Louis Arch. Tina Armstrong of St. Louis won the Royals grand prize, which includes four tickets to a Royals baseball game; accommodations at the Kansas City Marriott Downtown; and four passes for Science City at Union Station Kansas City.

“The contest [was] a way to motivate more people to take the *Missouri River*

Runner because it is an exciting means of traveling across the state and experiencing many great family-friendly destinations,” said MoDOT Rail Administrator Rod Massman.

Steward and Armstrong were selected at random from more than 8,300 entries.



© 2010 Warner Bros. Ent. Inc. Pyramid image courtesy of Transamerica Corporation

Follow Amtrak on Facebook and Twitter

Did you know that Amtrak is on Facebook (www.facebook.com/amtrak) and Twitter (www.twitter.com/amtrak)? Rail fans are uniting, and sharing their experiences and love of trains with each other and the world. To spread the word about this new online presence, an e-mail blast to customers took place last month and Amtrak.com hosts a landing page that features live streams from both Facebook and Twitter.

“We want to reach new audiences in both networks to increase brand awareness,” said Senior Marketing Officer, Social Media Will Samolis. “We can also manage our brand reputation by having an official presence and reinforce customer loyalty by actively engaging the community.”

A “Create Our Contest” promotion will soon launch on Facebook that encourages fans to submit contest ideas. Entrants that receive the most votes from among Facebook fans will become semi-finalists and receive a prize pack worth \$150. The grand prize winner will receive a travel voucher and the winning contest idea will be launched as a Facebook promotion some time during the next fiscal year. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary June 2010

BATCHELOR, VALERIE
Penn Station New York

BEST, CHRISTOPHER
Washington Union Station

BJORKMAN, PAUL
Boston South Station

BLACK, DEBORA
Wilmington Shops, Del.

BRINSON, WILL
Sunnyside Yard, N.Y.

BROWN, JOSEPH
NW Base, Adams, N.J.

BROWN, MARY
Miami Station

BUTRYN, MARYANN
Chicago Union Station

DAVIS, LLOYD
Chicago Crew Base

DAVIS, SHAWN
CNOC

DOOLEY, JOHN
Mid-Atlantic Reservation
Sales Contact Center

DRAYTON, LARRY
South Hampton St. Yard

ELLIOTT, GARY
T&E Crew Base - Ft Worth,
Texas

ESTEVE, JOE
Miami Station

EWALD, ELIZABETH
CNOC

FELDER, FLORENCE
Phila. 30th Street Station

FRAZIER, ANGELO Penn
Penn Station New York

GAGARIN, GREGORY
Phila. 30th Street Station

GORDON, WILLIAM
Chicago Crew Base

HOLT, JAMES
MOW Base, Hamden,
Conn.

HOMER, JASON
San Luis Obispo Station

HOWARD, KATHLEEN
Chicago Crew Base

HUDNALL, EUGENE
Sanford Station

IACONO, DANIEL
Wilmington Station

KNUTSON, RONALD
Western Reservation Sales
Contact Center

KRUCINE, KURT
Chicago Crew Base

LANGAN, JAMES
MOW Base, Hamden,
Conn.

LINK, WILLIAM
Corporate HQ.,
Washington, D.C.

LUTAT, MICHAEL
Springfield Station

MARKIEWICZ, ADAM
Sacramento Station

MCMILLER, KEVIN
Chicago Crew Base

MERCADO, ENRIQUE
Hunter Yard, N.J.

MIRANDA, RONALD
Jacksonville Station

NASR, MAGDY
Sunnyside Yard, N.Y.

RECCARDI, RICHARD
Wilmington Training
Center

ROBERTSON, SHON
Florence Station

ROGERS, KARRYN
Penn Station New York

ROWLEY, TERRANCE
Phila. 30th Street Station

SAPIKAS, ROBERT
Chicago Union Station

**SCHETTINI-RODRIGUEZ,
ASTRID**
Kissimmee Station

SCHNAPP, MICHAEL
Rensselaer Mech. Facility

SMALLEY, GEORGE
Wilmington Shops

SMITH, DANIEL
Chicago Crew Base

SMITH, RONALD
Richmond Station

SOLIMENE, RICHARD
Mechanical Office, New
Haven, Conn.

TREADWELL, ROBERT
Miami Station

VEGA, JUAN
Chicago Crew Base

WALLER, VICKIE
Mid-Atlantic Reservation
Sales Contact Center

ZAWACKI, JOSEPH
Penn Station New York

25-Year Anniversary June 2010

BIEK, ROBIN
Bear Car Shop

BOLDEN, ERNEST
Raymond Plaza West

CAVE, ANTHONY
Washington Union Station

LANGEVIN, KAREN
Seattle King St. Station

MILLER, GEORGE
San Diego Station/
Mechanical

MURPHY, MARTIN
Boston South Station

RICHIE, HAROLD
Jacksonville Station

ROGERS, FREDDIE
Los Angeles Offices

RYAN, HERBERT
Boston South Station

SMITH, PHILIP
Quad Ave. MOW Base,
Baltimore

SMITH, SUE
Shelby Crew Base

30-Year Anniversary June 2010

ADAMS, MICHAEL
Baltimore Penn Station

ALI, RASHID
Chicago Crew Base

ALLEN, MICHAEL
Minneapolis-St Paul
Station

ANDERSON, ALAN
Bear Car Shop

ANNONE, MICHAEL
Wilmington Shops

APOSTOLI, JOHN
Phila. 30th Street Station

APPERSON, MICHAEL
Los Angeles Offices

BOYD, DONALD
Chicago Crew Base

BOYD, MICHAEL
Perryville MOW Base

BROWN, JAMES
Wilmington Shops

BRUCKSHEN, CHERYL
Seattle Mechanical Yard

BUTLER, DARRYL
Chicago Offices

BYUS, ROBERT
C&S Repair Shop

CHAPARRO, MICHAEL
Beech Grove Maintenance
Facility

CLOUGH, EARL
ConnDOT MofE Facility

COLEMAN, BENJAMIN
Denver Station

COLLESIDES, KEITH
Rensselaer Mech. Facility

COPPOL, WALTER
Bear Car Shop

CRUZ, JOSE
Sanford Station

CUTTER, BRIAN
Minneapolis-St Paul
Station

DAVIES, RONALD
New York Division HQ

DUTTON, GEORGE
Wilmington Shops

EISENHAUER, JOHN
Tacoma Station

FRASCONE, JOHN
NY Sunnyside Yard, N.Y.

FREED, STANLEY
D.C. Coach Yard

FUNARO, RAYMOND
MOW Base, Hamden,
Conn.

FUNK, JACK
Beech Grove Maintenance
Facility

GARDNER, ERROLL
Phila. 30th Street Station

GARRETT, RICHARD
Phila. 30th Street Station

GENTRY, PHILIP
Tucson Station

GONZALEZ, ROBERT
Springfield Station

GRANO, RICHARD
Phila. 30th Street Station

GRAY, JAMES
Paoli Station

GUDEMAN, DAVID
Corporate HQ.,
Washington, D.C.

HARDY, JEAN
Seattle Mechanical Yard

HELFRICH, BRIAN
Phila. 30th Street Station

HENRY, JOSEPH
Phila. 30th Street Station

HIRST, DEIRDRE
Phila. 30th Street Station

HOWARD, REGGIE
Chicago Crew Base

INDA, JAUDIEL
Los Angeles 8th St. Coach
Yard

JEFFRIES, MICHAEL
Beech Grove Maintenance
Facility

JENKINS, LINDA
Chicago Crew base

JONES, FRANCES
Seattle Mechanical Yard

KEGLAR, WILLIAM
Beech Grove Maintenance
Facility

Employee Milestones

Congratulations to All of You!

KELLY, CARL
Chicago Mech. and
Terminal Offices

LEWIS, KEITH
Wilmington Station

LIEBER, JOHN
Los Angeles 8th St. Coach
Yard

LINDSAY, RANDALL
Beech Grove Maintenance
Facility

LINDSEY, YVONNE
Chicago Union Station

LITTLE, PAUL
Seattle Mechanical Yard

LUDLOW, WILLIAM
Phila. 30th Street Station

**MACDONALD,
CARLETON**
Corporate HQ, Washington,
D.C.

MACHADO, ERNEST
Los Angeles 8th St. Coach
Yard

MARLOWE, SHEILA
CNOC

MARTINEZ, ROBERT
Brighton Park Facility

MASON, VERGIA
Oakland Station

MATNEY, BERNIE
Beech Grove Maintenance
Facility

MC CONNELL, JAMES
New Orleans Maint. Facility

MEEKS, MYRA
Los Angeles Offices

MUNSKA, RANDAL
Seattle Mechanical Yard

PAGNOTTA, JOHN
Raymond Plaza West

PARADISE, BRYAN
Penn Station New York

PAULSON, GARY
Beech Grove Maintenance
Facility

PERKINS, JOHN
Phila. 30th Street Station

PHELPS, RONALD
Beech Grove Maintenance
Facility

REYNOLDS, TONY
Wilmington Shops

RODRIGUEZ, DEBORAH
Harrisburg Station

SANCHEZ, RUBEN
Glenview Station

SANTORO, PAUL
New York Division HQ

SELVAGGIO, MICHAEL
C&S HQ, New York

SEREDA, LINDA
Chicago Locomotive Shop

SILVA, MARY
Seattle Transportation Bldg.

SLIMBOCK, ROBERT
Phila. 30th Street Station

SOKOLOWSKI, CHERYL
Waterloo T&E Crew Base

STERN, GARY
Lancaster Station

STEWART, MARK
Bear Car Shop

TILLER, TERRY
Phila. 30th Street Station

VANDERVEER, GREGORY
Penn Station New York

WEATHERALL, MILTON
Chicago Offices

WHITE, CALVIN
Raymond Plaza West

WILLIAMS, CAROLYN
Corporate HQ, Washington,
D.C.

WOOD, STENNETH
Miami Station

WYLECZUK, PAUL
Penn Station New York

YAMAOKA, KENNETH
Hanford Station

YU, ONPING
Los Angeles 8th St. Coach
Yard

ZEIGER, HOWARD
Seattle Mechanical Yard

35-Year Anniversary
June 2010

BELL, MARVIS
Chicago Union Station

BERRY, JOHN
Winter Park Station

COMBS, BRUCE
Charleston W.V. Station

CROSS, ALAN
Huntington Station

CURTIS, RICHARD
Flint Station

DURAN, MICHAEL
Los Angeles Offices

EVANS, BRUCE
VA Railway Express

FIKE, JEFFREY
Caltrain Main Office

FOUNTAIN, JAY
Los Angeles Offices

GILBERT, THOMAS
Lynchburg Station

HAN, YOUNG
Corporate HQ, Washington,
D.C.

HARLEY, MAYNARD
Los Angeles Offices

HOLT, JOSEPH
Chicago Mech. and
Terminal Offices

KEILBACH, ROGER
Los Angeles Offices

KELLY, THOMAS
Chicago Locomotive Shop

MCMANUS, MICHAEL
Dearborn Station

MORRIS, LEE
Chicago Crew Base

RIZZI, ANTHONY
Penn Station New York

VRABLIC, CAROL
Brighton Park Facility

WALSH, THOMAS
Seattle Mechanical Yard

WELCH, WILLIAM
Rensselaer Mech. Facility

WELSH, JERRY
Beech Grove Maintenance
Facility

WILLIAMS, WILLIAM
Beech Grove Maintenance
Facility

WOODCOCK, CHARLES
Corporate HQ, Washington,
D.C.

Retirees
May 2010

ABBOTT, DONALD
Bear Car Shop

BOBO, DIANE
CNOC

AMBER, BRIAN
Western Reservation Sales
Contact Center

CHAPMAN, DALE
Galesburg Station

CHAVEZ, GILBERT
Los Angeles 8th St. Coach
Yard

DIAZ, MICHAEL
Chicago Mech.&Terminal
Offices

ECONOMOS, KRISTINA
Chicago Offices

ELDER, ROBERT
Los Angeles Offices

GAMAD, WARLITO W.
Oakland Maint. Facility

GLOWACKI, GARY
Corporate HQ, Washington,
D.C.

HALL, JOSEPH
Boston South Station

TOWSON, MARGO
Phila. 30th Street Station

HINES, MICHAEL
Beech Grove Maintenance
Facility

JACKSON, FRANK
Beech Grove Maintenance
Facility

JOHNSON, JOHN
Beech Grove Maintenance
Facility

JONES, PATRICIA
Brighton Park Facility

KINSEY, PATRICIA
Los Angeles 8th St. Coach
Yard

MARSHALL, JOHN
Washington Union Station

OLCOTT, JARED
Temple Station

POTTER, JACK
Phila. 30th Street Station

PRATT, VICKIE
Tacoma Station

PRICE, CORBETT
VA Railway Express

RAMOS, PEDRO
ConnDOT MoF&E Facility

RISKE, ROBERT
Los Angeles Offices

ROUSH, JAMES
Los Angeles Offices

TRAYLOR, STEVE
Phila. 30th Street Station

TUNSTALL, NATALIE
W. Oakland Maint. Facility

VALENTIN, FELICITA
Raleigh Station

WOODS, EARL
Chicago Offices

WORTHAM, KENNETH
Sunnyside Yard, N.Y.

HERENDEEN, DAVID
Chicago Union Station

TURNER, STANLEY
CNOC



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Washington, D.C. 20002

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This Month In Amtrak History

J U L Y



July 19, 1988

The *Hoosier State* is restored to tri-weekly service on the same schedule as the *Cardinal*, after having been cut in September 1995. It currently runs four days each week that the *Cardinal* does not run, providing seven-day-a-week service between Chicago and Indianapolis.



July 4, 2000

The new intermodal Bakersfield (Calif.) Amtrak Station opens, serving Amtrak trains, Thruway Motorcoach service and other buses. The soaring 8,000-square-foot structure replaces a double-wide trailer that was previously in use.



July 31, 2008

At 2.75 million, Amtrak ridership this July was the highest in the company's history. The *Coast Starlight* was the most popular overnight train that month with 47,000 passengers.



AMTRAK®

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A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 8 • August - September 2010

Ridership and Revenue Numbers Continue Positive Trend

Amtrak to Purchase 130 Rail Cars for Long-Distance Fleet

Mechanical Responds to Engine Problems on the NEC



The state-supported Pacific Surfliner in California, leads among the state-supported trains in ridership and ticket revenue.

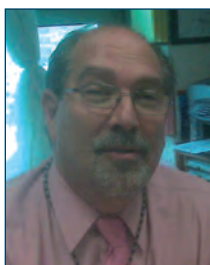
Photo: Phil Gosney





Quick Quotes

2010 is shaping up to be another great year for ridership and revenue. Why do you think ridership and revenue continues to grow?



“Passengers, here on the Northeast Corridor and systemwide, are choosing Amtrak because they find it an affordable and easy way to move around the country, and definitely see it as a hassle-free way to travel.”

John Meller
Superintendent, Operations and Commuter Services, Northeast Division, N.Y.



“I feel ridership is continuing on an upward trajectory because of our leadership and dedication to customer satisfaction. Amtrak has employees of diverse backgrounds who are committed to their jobs, focusing on the needs of the customer and providing a safe and friendly atmosphere.”

Stephanie Barnes
Executive assistant, Washington, D.C.



“With improvements of our on-time performance and overall customer service, travelers are now more inclined to use our service.”

John Christiansen
Reservations sales agent, Riverside, Calif.

Correction: In the July issue, an item about Amtrak’s agreement to continue to provide Train and Engine crews for the Virginia Railway Express commuter service for an additional two weeks (“Thanks for a Job Well Done”) neglected to acknowledge the experience and skills of the Mechanical crews and their role in making the service run efficiently for the nearly 18 years that Amtrak operated the service. We regret the oversight.

FPO FSC Logo (Horizontal)

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Amtrak Ink is a monthly employee publication of Amtrak, the National Railroad Passenger Corporation.

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Train of Thought

In July, the board of directors voted to retain me as CEO of Amtrak through 2013. Thank you all for the many well wishes that I have received. I am grateful for the trust and confidence that both they, and so many of you, have placed in my ability to lead Amtrak. Like many of you, I too have days that are challenging. But I am committed to Amtrak, and I am going to do my best to see that it succeeds.

One of Amtrak's biggest hurdles is our hard-run, aging equipment. In July, we announced the purchase of 130 new single-level passenger cars for use in the long-distance service. We selected CAF USA for the five-year, \$298.1 million contract to manufacture the equipment in Elmira, N.Y., where it will add 575 jobs to support the work. We expect to take delivery of the first car in October 2012.

This is the first step of a long-term fleet renewal plan, which we desperately need. The next step is replacing our electric locomotives, and I want to move as quickly as possible on this acquisition. I know you've heard a lot of talk in the past about replacing our aging fleet. I hope now you'll see that the board of directors, the executive team and I are serious about it.

We're paying for the first year of the single-level car contract with ticket revenue, thanks to ridership numbers that are near record-breaking levels. As we approach the end of this fiscal year, we're closing in on the record set in FY '08. That year — Amtrak's best ever — we carried 28.7 million riders. As I write this, we still have several weeks left before we end the fiscal year on Sept. 30, but we could meet or even exceed that mark this year.

I hope that as the summer comes to an end, we see an uptick in business travel that helps put us over the edge and beat out the FY '08 record. But hope is not enough. Each of you has a role to play in helping make that happen. Please take the time to make sure that the train and stations are clean, that you've thoroughly serviced the equipment to avoid a breakdown, that you've smiled and provided your passengers an enjoyable trip, and that you've put care into your work. For those of us not on the front lines, we are responsible for making sure that we've provided those of you who are with the tools and resources needed to represent Amtrak well. Thank you for everything you do to make our passengers' experience with us positive.

Just one final note. I see a change in how we are handling our passengers from a broader perspective. I hope you see it too. Just the other night when we experienced trouble with *Crescent* Train 20 in Philadelphia, our response was clearly designed to put our passengers first by transferring them to both a *Northeast Regional* and *Acela* train. Good job Amtrak. I admire you because you come through when asked. ■



Joseph H. Boardman

"Great Dome" Car Back in Time for Fall Foliage Season

The Amtrak "Great Dome" car is returning to service in September to offer passengers panoramic views of the changing trees and other natural wonders as it travels along the *Adirondack* and *Cardinal* routes.

The "Great Dome" will operate for a little more than four weeks — from Sept. 23 through Oct. 24 — on the *Adirondack*. Same as last year, it will operate on Train 69 on Thursdays, Saturdays and Mondays; Train 68 on Fridays, Sundays and Tuesdays. It will then begin service on the *Cardinal* on Oct. 30 and run until Nov. 12. The Dome Car will operate from Washington-Chicago on Train 51 on Fridays, and from Chicago-Washington on Train 50 on Saturdays.

The "Great Dome" was built in 1955 for the Great Northern Railroad and was originally named the Ocean View.



Ridership and Revenue Numbers Continue Positive Trend

Could Meet or Exceed All-Time Record

Editor's Note:

Welcome to the combined August-September issue of *Amtrak Ink*. In this double issue, you'll get a look at a broad swath of employee news, from the introduction of our newest board members to the efforts of the Mechanical team that maintains safe operations for the Caltrain commuter service in Northern California.

Amtrak Ink is published 10 times a year to give employees the latest news and information, and much of its content comes from our colleagues from across the company.

Therefore, whenever you come across a potential story idea that you think would interest your fellow employees, please contact us at ecom@amtrak.com. ■

As the end of the fiscal year nears, the number of passengers riding the rails — and the ticket revenue they generate — remains on an upward trajectory, possibly toward a banner year.

According to the latest ridership and revenue data released as of press time, for October FY '10 through June FY '10, ridership topped 21.1 million, bringing in ticket revenue of nearly \$1.3 billion. These numbers represent a 5 percent and 6 percent boost, respectively, over last year.

Analysis of the latest numbers indicates that ridership and revenue totals going forward will remain consistent with the positive numbers of the spring and early summer.

"Factors such as improved on-time performance, higher gas prices this summer versus last summer, the hassles of flying and product improvements continue to have a positive cumulative effect on all routes," said George Raed, chief, Market Research and Analysis.

Over the last 12 months, a number of product improvements are yielding positive results,

including the rollout of regional menus and service improvements on long distance trains; Wi-Fi on *Acela Express*; installation of more electrical outlets on long distance coaches; restoration

of the baggage car at most staffed stations for the *Cardinal*; and cross-departmental efforts to improve restroom cleanliness and reliability.

On the Northeast Corridor, almost 8 million passengers traveled on *Acela* (2.4 million) and *Northeast Regional* (5.3 million) services from October 2009 through June 2010.

"With unemployment at 10 percent, you would think that the *Acela* would be one of the hardest hit, but it's doing pretty well," said Raed. "Amenities like on-board Wi-Fi and leather seats are being noticed and appreciated by our customers, and that has translated into higher ridership and ticket revenue."

A June 2010 survey found that 80 percent of *Acela Express* passengers said Wi-Fi will favorably influence their future travel planning.

The product improvements aboard the *Acela Express* were also augmented by a media campaign that targeted the business travel audience through ad placements in new business publications and placements in outlets such as Taxi TV, a provider of news content for the Yellow Cab system.

Northeast Regional service benefited from the continued popularity of attractive 14-day advance purchase fares, which are up to 25 percent off the lowest available *Northeast Regional* fare, as well as the service to Lynchburg, Va., that began last October. These numbers should be further helped along by the introduction of new service to Richmond, Va., that began in July.

Consequently, Amtrak's share of the air-rail market from New York to Washington, D.C., is currently at 65 percent. For the north end between New York and Boston, the company share of the market is 52 percent.

Overall, ridership and ticket revenue for state-supported and other short-distance corridors was 10 million passengers and \$280

continued on page 14



Improved service are among the reasons ridership and ticket revenue continue to climb.

Amtrak to Purchase 130 Cars for Long-Distance Fleet

First Car To Be Delivered in October 2012

Amtrak is implementing the first step in a long-term, comprehensive fleet renewal plan with the purchase of 130 new single-level rail cars to support its long-distance train service. The five-year, \$298.1 million contract has been awarded to CAF USA, which is creating 575 jobs to perform manufacturing and final assembly work at its plant in Elmira, N.Y. The first car is scheduled to roll off the assembly line in October 2012.

“This major equipment purchase demonstrates our strong belief in the future of intercity passenger rail in America and Amtrak’s leading role in meeting this critical national transportation need,” said President and CEO Joseph Boardman.

Thomas Carper, chairman of the Amtrak board of directors, added: “We are replacing and renewing our fleet to improve reliability of our operations, to meet passenger expectations for quality service and to be in a better position to handle the growing demand for more passenger rail service. Addressing Amtrak’s equipment need is long overdue.”

Boardman explained that the 130 single-level passenger rail cars will be similar to the popular Viewliner model. The order includes 25 sleeping cars, 25 diners, 55 baggage cars and 25 baggage/dormitory cars for use primarily on long-distance trains. They will replace

and supplement the existing fleet, improve financial and on-time performance, and foster a more modern, positive image of Amtrak. In addition, Amtrak can begin to retire some of its oldest cars still in service, which date back to the 1940s and 1950s.

Elmira, N.Y., facility where it currently produces rail equipment for several U.S. transit systems.

The first year of the five-year contract will be paid for with \$29.8 million from Amtrak’s current revenues which are



The 130 single-level passenger rail cars will be similar to the popular Viewliner model and will include 25 diners, 25 sleeping cars, 55 baggage cars and 25 baggage/dormitory cars for use primarily on long-distance trains.

Passengers will experience many improvements with the new equipment including: modern interiors with better layouts; better lighting and more efficient air conditioning and heating systems; additional outlets to power personal electronic devices; bicycle racks in the baggage cars; and improved accessibility for passengers with disabilities.

CAF USA, along with its parent company, Construcciones y Auxiliar de Ferrocarriles of Beasain, Spain, is an experienced rail car manufacturer to the U.S. and world markets. CAF USA will manufacture the stainless steel car shells and perform final assembly of the cars at its

running above budget estimates. Amtrak will seek to fund subsequent years of the contract with other sources, such as loans or direct congressional appropriations.

This equipment purchase is the first step in Amtrak’s multiyear Fleet Strategy Plan to replace its entire fleet of passenger rail cars and locomotives over the next 30 years and help support the growth of a domestic rail manufacturing industry. Amtrak is currently reviewing bids to replace many of the electric locomotives used along the Northeast Corridor. ■



Newest Board Members Hit the Ground Running at July Meeting

The three newest members of the Amtrak board of directors — Anthony R. Coscia, Bert DiClemente and Jeffrey R. Moreland — assumed their new responsibilities when they joined the Amtrak board of directors in July.

“We welcome our newest board members with confidence they will contribute their considerable knowledge and experience to advance Amtrak’s growth strategy and efforts to make the nation’s railroad safer, greener and healthier,” said Amtrak Chairman Tom Carper.

Coscia, DiClemente and Moreland bring significant knowledge to bear on their new tasks.

Coscia is chairman of the board of commissioners of the Port Authority of New York and New Jersey, responsible for the agency’s varied transportation businesses and a \$6.7 billion annual budget. A partner in a major New York law firm, Coscia has specific expertise in redevelopment finance and corporate governance issues.

Upon his nomination, Coscia said, “I am excited about serving as an Amtrak director because I strongly believe that a vibrant,

“... they will contribute considerable knowledge and experience to advance Amtrak’s growth strategy ...”

competitive and comprehensive passenger rail system is a critical component of a 21st-century multi-modal system.”

DiClemente recently retired from a vice president post at CB Richard Ellis Inc., the world’s largest



Anthony R. Coscia



Bert DiClemente



Jeffrey R. Moreland

commercial real estate company, after working at several other companies leasing and selling commercial real estate on behalf of numerous Fortune 500 companies.

“I’m a believer in the critical role that Amtrak plays in the national transportation fabric of our country,” DiClemente said. “I believe to the core of my being that Amtrak’s best days lie ahead of us.”

Moreland was a longtime executive with BNSF Railway Co., most recently as executive vice president for public affairs. His resume also includes an eight-year stint at the Securities and Exchange Commission, where he served as branch chief in the Corporation Finance Division.

“Amtrak has made progress in recent years, and I believe these positive trends will continue,” he said. “I also believe it is important to the U.S. transportation system that Amtrak maintain a nationwide rail system and develop high-speed rail corridors in many areas of the country.”

The recently appointed directors have already received a number of briefings on a wide range of topics affecting Amtrak. They have been traveling the system and visited a number of Amtrak stations, facilities and shops, meeting Amtrak employees.

With Coscia, DiClemente and Moreland now joining Chairman Carper, Vice Chair Donna McLean, Nancy Naples, U.S. Transportation Secretary Ray LaHood and Amtrak President and CEO Joe Boardman, eight of the nine Amtrak board positions are filled. ■





New Payroll Efficiencies Impact Union Pay Cycle

On the heels of the contract ratification by the Amtrak’s Transportation Communications Union (TCU) employees, the Finance department launched a pilot program, in which a segment of TCU (TCU-TC) members converted from a weekly to a biweekly (every two weeks) pay period.

Upon the successful completion of the pilot and where deemed appropriate, all unions that have ratified their contracts will also be converted to a biweekly basis later this year.

Did You Know?

Did you know that you can view your paycheck online, days in advance of it being issued? Log on to the Employee Information Portal, and go to “Benefits and Payment” → “Salary Statement.”

Retchless added that the shift to biweekly pay periods does not change an employee’s actual earnings, but that paycheck amounts will fluctuate during the conversion period. To ensure that

increments from paychecks in September and October, after the biweekly pay begins. Employees who did not wish to receive an advance were given the chance to opt out prior to the conversion.

The first biweekly paycheck for TCU-TC will be issued on Sept. 3, which is for wages earned Aug. 9 through Aug. 22.

“So their Aug. 20 paycheck is the last weekly pay and employees were given the option to have a 16-hour to 24-hour pay advance added to that check,” said Retchless. “While there will be no paycheck on Aug. 27, a special advance payment will be issued on that date to employees who wanted to get an additional 40 hours pay advance.”

The appropriate amount of payroll tax deductions will be withheld on the paycheck containing the advance amounts. Recovery of advances will not create any additional tax withholdings. ■

TCU Payroll Changes

	Old Payroll Schedule	New Payroll Schedule
Frequency of Paychecks	Weekly	Every Other Week
Pay Day	Friday	Friday
Pay Period	Midweek to Midweek	Monday to Sunday

“This change allows us to provide better service to employees and reduces the amount of paperwork they have to keep up with throughout the year,” said Pam Retchless, senior director, Payroll.

The conversion also involves a change in the pay period from midweek to midweek, to Monday through Sunday.

there are no short term cash flow issues during the conversion period, employees are scheduled to receive pay advances in two installments. Any advance payment will then be deducted in 16-hour wage

Payroll Hotline

If you have any questions or concerns regarding your paycheck, call the Amtrak Payroll Hotline at 1-866-247-2915 or ATS 777-4823 weekdays from 8 a.m. to 6 p.m. Eastern time.





Mechanical Responds to Summer Engine Problems

When a massive heat wave that hit the East Coast this summer caused electric locomotive failures, the Mechanical department took measures to identify and fix the problems.

“The combination of high temperatures and the fact that our locomotives are old and hard-run is resulting in mechanical failure,” Boardman wrote in a *Special Employee Advisory*. “But, saying that this is what happens to aging engines when it’s hot is not an acceptable answer.”

“We’ve come up with a plan to address the issues,” said Master Mechanic Mike Kapela. “With this type of focus on the electric fleet, we’re enhancing the efficiency of our operations

and ensuring confidence among our passengers that they won’t be stranded in the heat or the cold.”

As part of the plan, protect equipment is stationed up and down the corridor, along with sufficient support teams as a precaution against operational anomalies.

Mechanical technicians are working 12-hour shifts aboard select NEC trains, equipped with laptops and a deep breadth of know-how to minimize customer disruptions due to equipment failures. In coordination with the Mechanical desk at CNOC and the Mechanical staffs in Harrisburg, Pa., Washington, D.C., New York, New Haven, Conn., and Boston, these technicians make real-time decisions and/or repairs to get the trains back to



running smoothly. In addition, the Mechanical management team has remained on duty around the clock to monitor fleet performance and initiate immediate response efforts in the event of service disruptions.

Once in the station, employees like Foreman II Larry Fletcher and Machinist Journeyman Larry Simmons look at one of the main causes of heat-specific engine problems: clogged radiators and engine filters. To alleviate any potential for failure, Fletcher leads a team at the Ivy City Maintenance Facility that inspects and cleans radiator screens on locomotives, installs new screens and ensures that engine filters are clean as a way to improve air flow and keep the engines cool. All AEM-7 AC locomotive radiator fans and traction motor blowers have also been switched to a higher operating speed to introduce a greater volume of cooler exterior ambient air into the warmer engine room compartments.

“The ideal operating temperature for a running engine is between 170 degrees and 180 degrees but, with this heat, at 195 degrees, a red light comes on,” said Larry Simmons, machinist journeyman. “Anything in the red area runs the risks of shutting down the engine.”

Kapela added that on the 15 HHP-8 and 29 AEM-7 AC locomotives, Mechanical is also replacing a mechanical device that restores Head-End Power once a circuit breaker trips with a more durable electronic one. Installation is expected to be completed by the end of the calendar year.

“HEP and heating, ventilation and air conditioning systems on all passenger car fleets are being checked thoroughly for proper functionality,” Kapela said. “Where possible, we’re also limiting the number of cars operating with the AEM-7 DC locomotives to avoid placing too much stress on major system components like the HEP machine group.”

In addition, a Mechanical Repeater Bad Actor team was recently established in Washington, D.C., as part of an existing Process Focus Team to identify locomotives with high failure rates and related root causes of the failures in the electric fleet. Team members from a cross-section of management, electrical engineering, maintenance and the shop floor have been identified to work on a number of issues, like crumbling wire or disintegrating insulation, all of which can adversely affect service.

“We’ll drill into the history of an engine, looking at incident or defect reports and the like,” said General Foreman Sabrina Butcher, part of a Chicago contingent brought on to support both electric and

CNOC via cellular signal. Each locomotive or trainset is also tracked using GPS technology. MEAP enables Mechanical to monitor the health of each electric motor in real time and, based on certain defect codes, take immediate action along the route or schedule any fixes during regular checks at a maintenance facility.

Finally, employees in the Engineering department are using recording volt meters at Washington Union Station, which sample the catenary voltage up and down the corridor and record any excessive fluctuation that may affect the operation of a locomotive.

The diesel fleet, which also can be challenged by weather conditions, is undergoing rigorous steps to ensure efficient operations.

“In the summer and winter months, we incorporate a summer or winter quality checklist into our daily and preventive maintenance to ensure our craftsmen give a little extra attention to specific components,” Butcher said.

For example, these craftsmen inspect the shutter operation in the summer months to ensure adequate radiator cooling and prevent snow contamination in the radiator compartment during the winter.

“To be proactive, we typically begin preparing our fleet a couple of months in advance of a weather change,” added Butcher. “It’s similar to having your vehicle summerized or winterized prior to a season change.”

With all of the mechanical fixes, it should be noted that the collaboration of Mechanical and Transportation employees is the vital cog in making the locomotives run effectively. They are an asset that requires diligent care and, where possible, these employees are housed locally to ensure proper rest between work assignments.

“The commitment of our staff is evident in the long hours they work in our facilities, outdoors and in those hot engine rooms,” said Chief Mechanical Officer Mario Bergeron. “In these extreme conditions, every effort is being made to avoid fatigue-related accidents and incidents while we continue to service our equipment.” ■

“In the summer and winter months, we incorporate a summer or winter quality checklist into our daily and preventive maintenance to ensure our craftsmen give a little extra attention to specific components.”

diesel fleet operations. “Then, we’ll build an action plan and troubleshooting guide to address the problems. This is a very thorough process that doesn’t have a clock on it.”

The Bad Actor team in Washington is modeled after a team based in Chicago formed to address P-42 diesel engines. Eliminating repeat failures, or “bad actors,” is key to achieving high levels of reliability. When bad actors are eliminated, Mechanical can work on projects that keep trains in service and increase revenue, not simply the problem of the day.

To better monitor the condition of a locomotive en-route, all front-line managers and mechanical technicians across the NEC are undergoing training on the Maintenance Events Analysis Program, or MEAP. The system receives input from on-board diagnostic systems and forwards details to

Caltrain Mechanical Team's Experience Yields Safety Best Practices

Among the Amtrak Mechanical employees who work on the Caltrain commuter equipment in both San Francisco and Gilroy, Calif., there has been a history of identifying best safety practices and eliminating at-risk behaviors. Their track record of professional camaraderie and a willingness to tweak the work process to ensure a safe environment are testament to a long-held philosophy that safety is a top priority.

Keith Nelson, assistant superintendent, Mechanical, attributes this philosophy to a closeness among the employees.

"In San Francisco, this was a car shop facility for some time before the Centralized Equipment Maintenance and Operations Facility was opened in San Jose 2007," Nelson said. "We went from 55 employees to 30, which could have been demoralizing to the

feel empowered to offer advice and awareness," Nelson added.

In another instance, the group made modifications to the piping and car dump valves — extending the car dump valves by 12 inches — to make it easier and safer to hook servicing carts to the trains.

At the Gilroy facility, which is part of the San Jose operation, a four-man, primarily third-shift team is totally dependent on one another to keep safer.

"We're a small crew of two mechanics and two coach cleaners," said Carmen Rodrigo Roman. "There's not a lot of train movement at night in a closed yard, but we have to watch out for each other."

Yet, even in a small work environment, the group remains safety-diligent, maintaining visual or radio contact before, during



(Left Photo) Assistant Superintendent, Mechanical Keith Nelson joins the four-person, third-shift team at Gilroy: Electrician Alan Hirasawa, Carmen Rodrigo Roman and Coach Cleaners Roseann Solorio and Severino Guevara. The group has been without a reportable injury for 13 years. (Right Photo) In San Francisco, Mechanical Superintendent Tom Pollard is joined by Coach Cleaner Jing-Ming Wang, Foreman Ill Dave Dozier, Carman Danny Ross, General Foreman Mike Dixon (kneeling), Laborer Anthony Herbert, Carman Steve Jimenez and Electrician Ron Joseph. The San Francisco team is more than 500 days injury-free.

group due to a shift in the workload. But, instead of doom and gloom, I witnessed a group that grew closer together with an attitude of looking out for each other."

"Experience is number one," according to Carman Steve Jimenez, who added that most of his colleagues have been in the business for three decades. "We apply that experience to our everyday work activities and, in some cases, initiate changes that reduce the likelihood of any injuries."

For example, to avoid the potential for head and back injuries when performing undercarriage work on a level platform, the team suggested shifting the work to the San Jose facility where work pits beneath the trains enable workers to better position themselves for the maintenance activities.

"We've observed work habits and, if we've seen co-workers perform tasks that present the potential for injury, our employees

and after maintenance activities.

"We have a system where we basically have a routine every day," added Electrician Journeyman Alan Hirasawa. "We're not rushed, and that keeps us really safe."

At press time, the group in San Francisco was enjoying more than 500 days without an injury; its mirror group in Gilroy has performed its duties for 13 years injury-free.

Since 1992, Amtrak has been the operator of the Caltrain commuter service that links San Francisco and San Jose, providing Train and Engine crews, train operations, control and dispatching, ticketing, maintenance of equipment, maintenance of way and signals, maintenance of station, facilities management and capital project support. ■

Amtrak Conductor Tapped for Federal Safety Committee

Amtrak Conductor William “Willie” Bates was recently selected as a member of the Transit Rail Advisory Committee for Safety (TRACS), a new committee formed by the U.S. Department of Transportation to assist the Federal Transit Administration with developing national safety standards for rail transit. Bates, who also serves as United Transportation Union (Local 1933) legislative representative and vice local chair, is one of 20 individuals chosen from among 79 applicants nationwide.

In announcing the selections, Transportation Secretary Ray LaHood said, “We have brought together some of the best and brightest minds in the transit industry to focus on new ways to keep millions of daily rail riders safe. ... These professionals will help guide our safety agenda for rail transit systems across the nation.”

Bates brings to the committee a wealth of experience both as a conductor and as a rail safety advocate. A certified safety engineer and 2009 recipient of the Charles Luna Safety Award at Amtrak, Bates also serves on the Take 5/4 Safety Committee, which encompasses Zones 4 and 5 (Richmond, Washington, D.C., Harrisburg, Pa., and

Huntington, W.Va.) in the Mid-Atlantic Division, as well as the Safe-2-Safer Steering Committee for the region.

“As a conductor, I’ve seen everything firsthand, which enables me to provide a real-life per-

spective on what goes on out there,” said Bates, a 24-year Amtrak employee. “I see my role as looking at the opera-

tions of Amtrak, the commuter services, Metro and freight rail lines and seeing how we can best coexist with each other.”

TRACS members, who attended a kick-off meeting last month, serve two-year appointments and meet at least once every six months to hammer out the details of proposed rail transit safety initiatives. Qualifications for TRACS members include expertise in the field of safety or rail transit operations or maintenance. Applicants were also evaluated on policy experience, leadership and organizational skills, region of the country and diversity characteristics.

“I’m very excited about Willie’s appointment,” said his supervisor, Trainmaster Lauren Anderson. “He is a vital component to keep things running smoothly, he’s an asset to our Safety Committee, and his involvement in Safe-2-Safer — and TRACS — gives us the best of all worlds.”

“Willie is passionate about personal and operational safety; his dedication in making Amtrak a leader in the industry has been recognized by his co-workers, other Safe-2-Safer committee members and managers,” added General Superintendent, Mid-Atlantic Division Mike Sherlock. “His dedication to safety has elevated him to be recognized nationally; those of us who know him well know that he is an excellent choice for the committee.” ■



William “Willie” Bates

“ I am very excited about Willie’s appointment ... he is a vital component to keeping things running smoothly. ”



Safe-2-Safer Team Reports on Progress at Board Meeting

In conjunction with the program's one-year anniversary, the Safe-2-Safer leadership team recently delivered a presentation to the board of directors at its July meeting to provide an update on the progress that has been made thus far, along with the challenges that still need to be overcome.

"It's hard to believe we've been working on this for a whole year already, but when you look back, it's amazing how much this company has accomplished since last July and the transformation that has started," said Richard Phelps, vice president, Transportation and Safe-2-Safer executive sponsor.

Safe-2-Safer was designed to be implemented over three years. Now a third of the way through implementation, all divisions, contact centers and headquarters departments have begun the process of creating a workforce that is unified around safety and security through better collaboration and communication.

"I can't tell you how impressed I've been with individuals throughout the company who have taken it upon themselves to champion Safe-2-Safer in their division, shop or office," said Phelps. "These folks have an infectious desire to change the way we work together to be safer and more secure. They truly believe in Safe-2-Safer and I know we will succeed because of that."

Since last July, every executive has been meeting regularly with a coach from BST, Amtrak's partner in Safe-2-Safer. Additionally, more than 1,600 managers and supervisors have started the leadership training program to learn how to communicate more effectively with their teams and promote an atmosphere of cooperation.

"I've been traveling throughout system constantly," said Peter Hall, senior director, Safe-2-Safer. "And I've talked with dozens of Amtrak veterans who have been here 20-plus years who thought this would never work. But now they tell me that they're really seeing things change and that they believe in this system now."

On the front lines, the Mid-Atlantic, Northeast and Southern Divisions have progressed into the implementation of the Behavioral Accident Prevention Process (BAPP). This process involves local Steering Committees made up entirely of union members working with their peers to reduce risks as much as possible.

"I believe we're at a turning point," concluded Hall. "As people build trust and see that this process not only keeps them safer, but also improves the relationships they have at work, they'll get on board and we'll see a real transformation." ■

SAFE 2 SAFER

"Be Cool ... Be Safe" Intranet Page Generates Dialogue on Eye Safety

Since its launch in March by the Marketing and Product Development department, the "Be Cool ... Be Safe" page on the Amtrak intranet site has more than 500 personal stories posted. The page was created as a way to support Safe-2-Safer through an eye-safety awareness campaign.

"We want employees to share an experience of how they or someone they know sustained an eye injury that could have been prevented just by wearing safety glasses," said Vice President of Marketing and Product Development Emmett Fremaux, who experienced two significant eye injuries in his youth.

"While many of the stories on the site involve the workplace, most of the injuries occurred outside of work, reminding us

that safety awareness is essential everywhere we go."

Employees at the Reservations Sales Contact Centers in Philadelphia and Riverside, Calif., have posted a number of stories on the site. For example, while employed as an ironworker in Barstow, Calif., years ago, Reservation Sales Agent Mary Curtis Espinoza neglected to wear her safety glasses, which resulted in a piece of galvanized steel being lodged on the edge of her iris.

"A rust ring soon started to develop on my eye and it had to be drilled out," she said. "My eye was fine after about two or three days, but what a scare."

According to the National Institute for Occupational Safety and Health, more than 2,000 U.S. workers per day receive some

form of medical treatment due to eye injuries sustained at work. In 70 percent of cases, the injury was caused by contact with an object or equipment. In 26 percent of cases, the injury was caused by exposure to harmful substances or environments.

To share your safety story, log onto the intranet: "Safety" → "Safe-2-Safer" → "Be Cool ... Be Safe" → "Submit Your Story."

"By offering your story, you'll be a contributing member of Amtrak's Safe-2-Safer eye safety community and you'll add to our collective knowledge about eye exposure and how to prevent future accidents," Fremaux said, noting that Eye Injury Prevention Month recently concluded at the end of July. ■

OIG Investigation Substantiates Allegation of Contractor Fraud

One of the Amtrak Office of Inspector General's responsibilities is to conduct investigations of potential contract procurement fraud.

"As the company expends millions of dollars for stimulus projects and healthcare, we have a responsibility to ensure accountability," said Assistant Inspector General for Investigations, Adrienne Rish. "Our role is to pursue criminal, civil and administrative action against individuals and organizations intent on defrauding the company."

Such was the case in an indictment brought against former Amtrak contractor George Susini this summer. The indictment charged Susini with conspiracy, wire fraud and theft of funds from a federally funded program. The indictment alleged that Susini participated in a conspiracy with an Amtrak employee to steal money from Amtrak. The scheme involved manipulating Amtrak's computer-based



financial accounting system in a way that caused refund credits to be diverted to Susini's personal credit cards.

"During his sentencing, Susini admitted to having received the credits, which he spent to maintain a lifestyle he could not afford," Rish said. "He was subsequently sentenced to five years probation, a \$3,000 fine and ordered to pay \$72,487 in restitution to Amtrak."

"One of our top investigative priorities is to conduct high impact contract procurement fraud investigations," said Inspector General Ted Alves. "Amtrak employees play a key role in identifying fraudulent activity, so I encourage anyone who becomes aware of instances of fraud to call the anonymous OIG hotline at 800-468-5469 or visit our Web site at www.AmtrakOIG.gov." ■

Amtrak Goes Green at Illinois State Fair

Did you know that passenger rail travel is 20 percent more efficient than flying and 30 percent more efficient than driving?

Did you know that the amount of scrap metal and steel that Amtrak recycled last year is equivalent to 12 million pounds, about the weight of a 10-story building?

These and other Amtrak "green" facts are on display in the "Go-Green Express" eco-exhibit at the Illinois State Fair in Springfield, Ill. The exhibit teaches fairgoers about how Amtrak provides greener options for travel, including energy-efficient locomotives, reducing its greenhouse gas emissions and alternative fuel trials.

"Our goal is for the exhibit to reflect our green accomplishments in how we operate locomotives and passenger trains," said Roy Deitchman, vice president, Environmental Health and Safety. "Drawing nearly three-quarters of a million people to the fairgrounds every year, the fair gives us an opportunity to further strengthen our relationship with people of Illinois and showcase our efforts to reduce the nation's carbon footprint by traveling on our Illinois, Midwest and long-distance trains."

The Illinois State Fair runs from Aug. 13 through Aug. 22.



Ridership and Revenue

continued from page 4

million, respectively. The jump in ridership and ticket revenue on the state-supported and short-distance trains — as well as the long-distance service — is a likely result of higher gas prices, along with the aforementioned improved on-time performance and increased marketing activities. According to the Department of Energy's Energy Information Administration, the average price of gas on July 5, 2010 was \$2.72 per gallon for all grades; on July 6, 2009 the average price was \$2.61.

Among state-supported and short-distance trains, the *Pacific Surfliner* in California carried the highest number of passengers. Its 1.8 million passengers generated nearly \$35 million from October through June FY '10. Although the *Capitol Corridor* service underperformed slightly versus last fiscal year, it carried the



With 1.1 million passengers so far this year, the *Capitol Corridor* carries the second-highest number of passengers among state-supported and other corridor trains.

second-most number of passengers, with 1.1 million riders generating \$17 million.

With nearly 66,000 passengers riding the North Carolina-supported *Piedmont* between Raleigh and Charlotte, ridership increased by 26 percent over last year, due in part to a midday frequency that launched in June.

"The biggest thing on the *Piedmont* is the better connections, especially to Train 91 [southbound *Silver Star*]," according to Conductor Christine Wetmore.

"Passengers can now catch Train 74 in the midday instead of Train 80 in the morning all the way to D.C., and experiencing a long layover."

Ridership and revenue numbers are also on the positive side for long-distance trains. More than 3.2 million passengers traveled on long-distance services through June year-to-date, accounting for almost \$318 million. The *Empire Builder* increased ridership by 6 percent over last year to 382,000, generating \$37 million, a 5 percent increase. The *Coast Starlight* was a close second with 316,000 passengers, for \$25 million.

Long-distance travel also benefited from more robust winter and spring media efforts that covered a wider geographic area than last year with branded television spots in the top long-distance markets. Gail Reisman, senior director, Marketing added that the company is also continuing to run advertising spots on the *Acela* to encourage cross-usage.

"Also, with two additional national newspaper inserts in the New York Times, a more inclusive keyword search program and security bin advertising in Chicago's O'Hare Airport, we were able to keep the momentum going, resulting in double-digit increases across the board," said Reisman. ■

Front Line Focus

Dear Amtrak:

... We took my sister [on the *Auto Train*] to Florida to enjoy some fun before her next chemotherapy treatment.

... However, on the way back, [she] went into a semi-coma, and we were unable to awaken her. There were two male crew members and a female crew member named [Train Attendant] Tonya [Jones]. The three crew members carefully carried my sister down the stairs into the wheelchair.

... All the Amtrak crew refused tips from my husband. They also helped with our belongings and letting us know when our car was ready. Without their timely help, we may not have made it back to New Jersey in time. It was the longest 4.5 hours of our lives, but with the help of God, my sister's doctor and the Amtrak crew, we made the journey home safely.

Sincerely,
Auto Train Passengers

Dear Amtrak:

I recently traveled on the *California Zephyr* from San Francisco to Chicago, and would like to commend Sleeping Car Attendant Vivian Lonek for her exceptional work.

She was thoughtful, considerate and readily available to help and answer questions, thereby making my trip more comfortable and pleasurable.

Sincerely,
California Zephyr Passenger

Promotions in Motion

Amtrak Featured On "Cake Boss"

This year, Amtrak partnered with Carlo's Bakery in Hoboken, N.J., the restaurant featured on the hit TLC reality show "Cake Boss," to create a special themed cake to commemorate the 2010 National Train Day. As a result of this partnership, Amtrak was featured in the Aug. 16 episode of the new season of "Cake Boss," with re-airings scheduled throughout the season.

"This partnership provided Amtrak with a unique opportunity to showcase Amtrak and National Train Day in a popular program with a nationwide audience, as well as tap into TLC's e-mail database and Facebook fan base," said



Gail Reisman, senior director, Marketing, who made an appearance on the show.

A series of promotions to build buzz about the upcoming season appearance are underway, including ticket jackets, counter cards featuring summer recipes from Carlo's Bakery on display in 90 stations, and a wrapped *Acela Express* train along the Northeast Corridor featuring "Cake Boss" artwork. Also keep an eye out for information in *Amtrak This Week* and on the intranet about employee giveaways for "Cake Boss" merchandise.

Amtrak Guest Rewards® Offering Up to 9,000 Points

Amtrak Guest Rewards is offering members 3,000 bonus points to a maximum of 9,000 for every three roundtrips (or six one-way trips) on the *Acela Express* and 1,500 points to a maximum of 4,500 for every two roundtrips (or four one-way trips) on the *Northeast Regional*. Travel on either service must be completed by Sept. 4.

"As part of the 'Summer Breeze' promotion, we want to stimulate Amtrak travel and membership in Amtrak Guest Rewards," said Doug Clark, senior marketing officer, Loyalty Marketing.

Amtrak Guest Rewards members have been made aware of the promotion via dedicated e-mail blasts, smart messages on the Amtrak Guest Rewards Web sites, e-statements, Amtrak.com and print and television ads.



those coming in from Chicago, large reclining coach seats or an upgrade to a private sleeping car are available, along with great food and beverage service."

Amtrak and SCA Extend Partnership Nationally

To further demonstrate its commitment to the environ-

ment, Amtrak is expanding its sponsorship of the Student Conservation Association's (SCA) Community Conservation Program, a unique school-year curriculum that provides environmental education and green jobs training to inner-city youth from diverse and underrepresented backgrounds. As part of its designation as SCA's "Official Alternative Transportation Provider," Amtrak will provide reduced-cost transportation for SCA student programs.

Student activities in Baltimore, Chicago, Detroit, Dallas, Milwaukee, Newark, N.J., Philadelphia, San Francisco/Oakland and Washington, D.C., are currently underway, and will conclude at the end of August. However, additional events, including Amtrak volunteer opportunities, environmental education days and Earth Day 2011 activities are on tap throughout the year at each of the 10 city sites.

"With SCA, we're going to engage nearly 1,800 city youth across the country," said Darlene Abubakar, director, Brand Advertising and Sales Promotions. ■

Amtrak Vacations® Promo Highlights Travel on the *Cardinal*

To encourage travel along the New York-Chicago *Cardinal* service, Amtrak Vacations is promoting travel packages to the Casino Club at the Greenbrier Resort in White Sulphur Springs, W.V. Nestled in the foothills of the Alleghany Mountains, the Casino Club at Greenbrier offers world-class gaming and live entertainment along with four championship golf courses and more than 50 other recreational activities throughout 6,500 acres.

"Passengers starting their travel in the East can enjoy an easy daytime trip, relaxing in a comfortable coach seat and taking in Virginia's natural beauty," said Debbie Moller, manager, Amtrak Vacations. "For



Employee Milestones

Congratulations to All of You!

20-Year Anniversary

July-August 2010

ABBOTT, WRAY

Lorton Station

ALEXANDER, STAFFORD

Sunnyside Yard N.Y.

ANDREWS, IRA

Phila. 30th St. Station

ARNOLD, CAROLYN

Phila. 30th St. Station

ASHLEY, BRUCE

New Orleans Station

BELLIVEAU, MARC

New Haven Station

BOBB, CARLTON

Penn Station New York

BREWSTER, RUPERT

Sunnyside Yard N.Y.

BROWN, ELAINE

Corp. HQ, Wash., D.C.

BROWN, TROY

Kansas City Maint. Facility

BULL, ALFRED

Phila. Phila. 30th St. Station

CAPPUCCIO, EMILIO

South Hampton St. Yard

CARTER, MARK

Corp. HQ, Wash., D.C.

CENTANNI, JOHN

Phila. 30th St. Station

CLARK, PATRICK

NW Base, N.Y.

CLARK, PHILLIP

Los Angeles Offices

CLOSEL, BOROME

C&S HQ, N.Y.

COULTHURST, BRENT

Sunnyside Yard N.Y.

DAWKINS, NORIEN

Sunnyside Yard N.Y.

DE JESUS JR., FRANCISCO

South Hampton St. Yard

DEELY, KEVIN

Phila. 30th St. Station

DEWALT, JOHN

Penn Station New York

EDDINGS, HAROLD

Florence Station

EVERS, HENRY

South Hampton St. Yard

FERGUSON, KEITH

Phila. Coach Yard

FINLEY, TIMOTHY

Los Angeles Offices

FORDE, MICHAEL

Penn Station New York

GADSON, SHANNON

Ft. Worth Station

GIBSON, FREDDIE

Raleigh Station

GREAVES, PETER

Sunnyside Yard N.Y.

GUIRNELA, BURTON

Sunnyside Yard N.Y.

HENDERSON, RONALD

Harrisburg Station

HIGUERUELA, PEDRO

NW Base, N.Y.

HINKSON, CLYDE

Bear Car Shop

HOULBERG, KEVIN

ConnDOT MofE Facility

HUISMAN, JAMES

Sanford Station

JONES, PRINCE

Penn Station New York

KATALINAS, WALTER

Phila. 30th St. Station

KEENAN, JAMES

NW Base, N.Y.

KENNEDY, WILLIAM

CNOC

KIMBROUGH, ANTHONY

Chicago Union Station

JOSHUA, ANGELA

Chicago Crew Base

KNIGHT, SHARELL

Sunnyside Yard N.Y.

KORWEK, PETER

New Haven Station

KOSS, JOYCE

Chicago Offices

KROLL, MICHELE

Penn Station New York

LANDEROS, GREGORIO

Chicago Union Station

LEFCO, PETER

Rensselaer Station

LEHNING, GEORGE

Penn Station New York

LENGARES, NICHOLAS

N.Y. Division HQ

LEWIS, DAVID

Penn Station New York

LIBBY, MELISSA

Boston South Station

MALDONADO, OSCAR

San Antonio Offices

MAROWELLI, LORETTA

Penn Station New York

MARTIN, JOHN

Pelham Tower

MCNAMARA, GEORGE

Chicago Union Station

MOORE, KENYATTA

Material Control Facility, Beech Grove

MOYER, CHARLES

Portland Crew Base

MYRICK, IRVING

Chicago Mech. & Terminal Offices

O'CONNELL, KEVIN

Penn Station New York

ORT, DANNY

Jacksonville Station

PEREZ, LUIS

Phila. 30th St. Station

PERKINS, BRIAN

Chicago Offices

PICHI, RANDY

Caltrain Main Office

PLUMER, JEFFREY

Phila. 30th St. Station

PRINCE, DONALD

Florence Station

REESE, GREGORY

Kansas City Maint. Facility

RIOUX, JOHNNY

Raleigh Station

ROSS, ROBIN

CNOC

ROZENS, MARTIN

Raymond Plaza West, Newark, N.J.

RUIZ, RUDY

Seattle Mechanical Yard

RYAN, PHILIP

Corp. HQ, Wash., D.C.

SCALIA, WILLIAM

Bear Car Shop

SCAPERROTTA, NICOLA

Penn Station New York

SEWELL, WAYNE

NW Base, N.Y.

SHAH, ASHWIN

C&S Construction, Linden, N.J.

SHAW, MICHAEL

Portland Crew Base

SHYAM, PAKA

Corp. HQ, Wash., D.C.

SIMMS, ANGELA

Miami Station

SNOW, ROBERT

Phila. 30th St. Station

SPINAZZOLA, DAVID

Boston South Station

STEFFEN, JAMES

Phila. 30th St. Station

STEGALL, RANDYL

NW Base, N.Y.

STEPHANS, KENNETH

Chicago Crew Base

SUHS, STEVEN

Chicago Locomotive Shop

SUTTON, WILLIAM

Lorton Station

SWAIN, DEAN

Wilmington Shops

SYBRUN, MONELIEN

Sunnyside Yard N.Y.

THAMES, ALONZO

Chicago Locomotive Shop

THOMPSON, HARRY

Lancaster Station

THOMPSON, JOYCE

New Orleans Station

THOMPSON, KEVIN

Reno Station

TURNER-COUVSON, STEPHANIE

Caltrain Main Office

TUTHILL, WILLIAM

Phila. 30th St. Station

WALKER, RICK

Material Control Facility, Beech Grove

WARREN, GEORGE

Wash. Union Station

WILLIAMS, GEORGE

Miami Station

WILLIAMS, PRISCILLA

W. Oakland Maint. Facility

WINOWSKI, KEITH

Pontiac Crew Base

WINSTON, ALICE

Corp. HQ, Wash., D.C.



Employee Milestones

Congratulations to All of You!

WORD, DARRYL

Phila. 30th St. Station

25-Year Anniversary

July-August 2010

ANDERSON, JOHN

Milwaukee Station

BANKS, TRACEY

Phila. 30th St. Station

BIRAMONTES, MINOR

Ft. Lauderdale Station

BOND, DANIEL

Sanford Station

BRISUENO-CARTER, PHYLLIS

Lorton Station

CANDA, JOSE

Los Angeles Offices

CORDANI, CLIFFORD

CNOC

COTHRAN, STEVEN

Lorton Station

DANIELS, DENISE

Sunnyside Yard N.Y.

ECKER, EDWARD

Phila. 30th St. Station

FOWLER, NANCY

Corp. HQ, Wash., D.C.

HAROLD, RAYMOND

Phila. 30th St. Station

JENNINGS, SAMUEL

Corp. HQ, Wash., D.C.

JOHNSON-MELVIN, WAUNDOLYN

Boston South Station

KITTILSON, PAULINE

Phila. 30th St. Station

MARTIN, JOANNE

Corp. HQ, Wash., D.C.

O'CONNOR, JOSEPH

Boston South Station

PERKINS, YVETTE

*Western Reservation
Contact Ctr.*

PHILLIPS, STEPHEN

*San Diego Station/
Mechanical*

PURCELL, LYNETTA

Miami Station

ROEBER, FREDERICK

Chicago Offices

SAPPINGTON, CHERYL

Corp. HQ, Wash., D.C.

SIMONS, RENE

Penn Station New York

SMITH, MICHAEL

Sunnyside Yard N.Y.

TOUCHTONE, YVONNE

Sanford Station

ULRICH, JAMIE

Corp. HQ, Wash., D.C.

30-Year Anniversary

July-August 2010

ALBANESE, MICHAEL

Oceanside Station

ALLEN, PHILIP

Wilmington Shops

ANDERSON, ROBERT

Sunnyside Yard N.Y.

AUSTIN, MARK

*Beech Grove
Maintenance Facility*

BENTLEY, WILLIAM

Phila. 30th St. Station

BIRCH, STEPHEN

Phila. 30th St. Station

BOGUSH, ANTHONY

Wilmington Shops

BROWN, DALE

*Beech Grove
Maintenance Facility*

BURKE, MARTIN

Phila. 30th St. Station

CAINE, SANDRA

Phila. 30th St. Station

CARCHIDI, VINCENT

Phila. Coach Yard

CAVANAUGH, ANNE

Boston Station

CROMWELL, ROBERT

Lancaster Station

DACEY, JAMES

Wilmington Shops

DALGARN, RICHARD

Perryville MIW Base

DARNELL, TIMOTHY

NW Base, N.Y.

DECUIR, DARYL

*San Diego Station/
Mechanical*

DEMAIO, KENNETH

Mechanical Office

DICKS, DONNA

Corp. HQ, Wash., D.C.

DIGGS, NORMA

Sunnyside Yard N.Y.

DUTROW, PETER

Brighton Park Facility

EVANS, MICHAEL

San Antonio Offices

FALLIN, CHARLES

Baltimore Penn Station

FELTEN, KENNETH

*Chicago Mech. &
Terminal Offices*

FLOWERS, MARK

Bear Car Shop

GALLANT, ROBERT

*Raymond Plaza West,
Newark, N.J.*

GALLERY, DANIEL

Baltimore Penn Station

GAMEZ, ELVIRA

Corp. HQ, Wash., D.C.

GARRETT, MICHAEL

C&S Repair Shop

GERMAN, WILLIAM

Wilmington Shops

GILLILAND, CLAY

Tucson Station

GILMORE, CAROLYN

Corp. HQ, Wash., D.C.

GREEN, JEAN

Phila. 30th St. Station

GRIENINGER, STEPHEN

Wilmington Shops

GRIFFITHS, JOHN

Penn Station New York

HENDERSON, JESSE

Richmond Station

HERBERT, JACK

Caltrain Main Office

HULEDE, JOHN

*Chicago Mech. &
Terminal Offices*

HUTCHINSON, MARCIA

Phila. 30th St. Station

JAMES, GODFREY

Corp. HQ, Wash., D.C.

JONES, ROLAND

Chicago Crew Base

KERAMAS, THEODOROS

*MOW Base, Providence,
R.I.*

KUKEC, JOHN

*Seattle Mechanical
Yard*

LANGLEY, CAROL

Oakland Station

LONGMIRE, JEROME

Phila. 30th St. Station

LYLES, DERRELL

Chicago Crew Base

LYON, DONALD

ConnDOT MofE Facility

MA, RICKY

Sunnyside Yard N.Y.

MAY, DONALD

Bear Car Shop

MAZEIKA, THOMAS

Phila. 30th St. Station

MC CALLION, FRANCIS

Penn Station New York

MCDANIELS, MICHAEL

*Beech Grove
Maintenance Facility*

MCGINNIS, ANNE

St. Louis, Mo.

MIARECKI, WILLIAM

Chicago Union Station

MILLER, MONICA

Phila. 30th St. Station

MITCHELL, WILLIAM

Wilmington Shops

NORTON, CLIFFORD

Austin Station

NUCCIO, MICHAEL

*Chicago Mech. &
Terminal Offices*

PHILLIPS, GEORGE

Odenton MIW Base

RADOVICH, EDWARD

Boston South Station

RANGEL, EUGENE

Boca Raton Station

RATHMANNER, WILLIAM

Wilmington Shops

RIS, WALTER

*Chicago Mech. &
Terminal Offices*

ROMERO, CESAR

*Los Angeles 8th St.
Coach Yard*

SAMHAMMER, CINDY

CNOC

SIMMS, MYRA

VA Railway Express

SINGLETON, MALACHI

CNOC

SLANSKY, RAYMOND

*Chicago Mech. &
Terminal Offices*

SLAUGHTER, ELIZABETH

Phila. 30th St. Station

SWEENEY, JOHN

Boston South Station

TEYLER, GARY

Sacramento Station

UPSHAW, ALAN

San Luis Obispo Station

URBAN, MARYLA

Phila. 30th St. Station



Employee Milestones

Congratulations to All of You!

VAN SANT, BRUCE
CNOC

VIA, KEVIN
Beech Grove
Maintenance Facility

WILLIAMS, JAMES
Sunnyside Yard N.Y.

WOOD, JOHN
Phila. 30th St. Station

ZAJAC, WILLIAM
Phila. 30th St. Station

ZELASKO, EDWARD
Penn Station New York

ZELLER, BERNARD
Quad Ave. MIW Base

35-Year Anniversary
July-August 2010

AGES, MICHAEL
Atlanta Station

ARNOLD, KEVIN
Chicago Union Station

BRAV, MIRIAM
Chicago Crew Base

BREWBAKER, MARTINA
Corp. HQ, Wash., D.C.

BUESCHEL, JOHN
St. Louis Station

CARDONNE, RENE
Los Angeles Offices

CARTER, KENNETH
Hammond Station

COOPER, FRED
Beech Grove
Maintenance Facility

DREYER, LINDA
Providence Station

GALLO, NICHOLAS
Chicago Union Station

GELL, STEPHEN
Corp. HQ, Wash., D.C.

GODWIN, W. R.
Salt Lake City Crew
Base

GOLEBIEWSKI, CAROL
Miami Station

GRANT, BERNARD
Jacksonville Station

HARPER, GARLAND
Lynchburg Station

HATCH, MARK
St. Louis Station

ISLAM, JOHN
Los Angeles Offices

JACKSON, JANET
Kalamazoo Station

MUSCAT, DONALD
Rensselaer Station

NUNES, RAY
Miami Station

O'CONNOR, TOM
Los Angeles Offices

PADILLA, JESSE
Austin Station

PARHAM, BURREL
San Antonio Offices

PURNELL, CATHY
Chicago Crew Base

SPRAGUE, ROBERT
Everett Station

STOGNER, PAULA
Kansas City Station

TURNER, RICHARD
Rensselaer Mech.
Facility

WEESE, NANCY
Miami Station

WILSON, DONALD
Phila. 30th St. Station

Retirees
June-July 2010

ABRAHAM, PATSY
Corp. HQ, Wash., D.C.

AGUILAR, PAUL
Los Angeles 8th St.
Coach Yard

BAKER, GARY
Springfield Station

BAKER, JOSEPH
Wilmington Shops

BALMER, JOHN
Phila. 30th St. Station

BARR, ANDREA
Sanford Station

BATTLE, BOBBY
Wash. Union Station

BAUMGARDNER, DENNIS
Schenectady Station

BERNARD, MERLE
Sunnyside Yard N.Y.

BLANEY, IRVING
Sunnyside Yard N.Y.

BOEHNER, BARRY
Phila. 30th St. Station

BOHNE, RICHARD
Chicago Offices

BORITZKI, ROBERT
Beech Grove
Maintenance Facility

BORS, ROBERT
Wilmington Shops

BROWN, CLARENCE
Beech Grove
Maintenance Facility

BROWN, GARY
Beech Grove
Maintenance Facility

CABRY, JOHN
Phila. 30th St. Station

CAPRIOTTI, EVELYN
Mid-Atlantic
Reservation Sales
Contact Ctr.

CARR, WILMER
Phila. Coach Yard

CARTER, CHRISTOPHER
Providence MOW Base

CERVANTES, ALFONSO
Los Angeles 8th St.
Coach Yard

CHRISTIAN, DAVID
Sunnyside Yard N.Y.

CLARK, RONALD
Rensselaer Mech.
Facility

CLEMONS, ARNIE
Los Angeles Offices

CLIFTON, JOSEPH
Chicago Locomotive
Shop

COSCIA, JOSEPH
Sunnyside Yard N.Y.

CRENSHAW, ROOSEVELT
Beech Grove
Maintenance Facility

CRISCONI, ROCCO
Bear Car Shop

CULLIGAN, BRUCE
Sunnyside Yard N.Y.

DABROLET, PETER
Southampton St. Yard

DEVERS, RAYMOND
Corp. HQ, Wash., D.C.

DONERY, TIMOTHY
Seattle King St. Station

DONOFRIO, ED
Western Reservation
Sales Contact Ctr.

FALANGO, FRANK
New Haven Station

FALCONER, FREDERICK
Beech Grove
Maintenance Facility

FARLING, EILEEN
Mid-Atlantic
Reservation Sales
Contact Ctr.

FAVICCHIO, RALPH
Rensselaer Station

FIELDS, LARRY
Corp. HQ, Wash., D.C.

FLINKSTROM, DAVID
Phila. 30th St. Station

FORCZEK, STANLEY
Phila. 30th St. Station

FORD, BRENDA
Jacksonville Station

FORD, JOSEPH
Buffalo-Depew Station

FOX, JOHN
Corp. HQ, Wash., D.C.

FOXX, DANIELLA
Boston South Station

GARDNER, QUEEN
Caltrain SF Station

GARRARD, JOHN
Jacksonville Station

GOFF, EARL
Bear Car Shop

GONZALEZ, ROBERT
Springfield Station

GRAHAM, FRANK
Denver Station

GRAHAM, ROY
Wilmington Shops

GRANO, RICHARD
Phila. 30th St. Station

GRAY, GLENN
Wilmington Shops

GREEN, WALTER
Wilmington Shops

GRIFFITH, MELVIN
Beech Grove
Maintenance Facility

HAMMOND, ROSS
Beech Grove
Maintenance Facility

HANNA, BARBARA
Los Angeles Offices

HARTMAN, JOANNE
Phila. 30th St. Station

HARTMANN, STEVE
Salt Lake City Crew
Base

HAWK, WALTER
Buffalo-Depew Station

HEFLIN, CLINTON
Corp. HQ, Wash., D.C.



Employee Milestones

Congratulations to All of You!

HIKIDA, WAYNE <i>Seattle King St. Station</i>	LAWTON, JOSEPH <i>Bear Car Shop</i>	MOSS, RODNEY <i>Corp. HQ, Wash., D.C.</i>	ROGERS, BILLY <i>Caltrain Main Office</i>	TRENT, JAMES <i>New Haven Station</i>
HILL, ELIZABETH <i>Raleigh Station</i>	LEE, FELTON <i>Miami Station</i>	NICHOLAS, ROBERT <i>Sanford Station</i>	ROSE, PATRICK <i>Jacksonville Station</i>	TREZEVANT, KENNETH <i>Sunnyside Yard N.Y.</i>
HINTON, FAYE <i>Wash. Union Station</i>	LEE, MICHAEL <i>Phila. 30th St. Station</i>	NOLDER-HARRALSON, SILVANA <i>Chicago Crew Base</i>	RUNKLES, ROY <i>Ivy City Maint. Facility</i>	TROISI, DIANE <i>South Hampton St. Yard</i>
HITE, GREGORY <i>Phila. 30th St. Station</i>	LEE, ROBERT <i>Wilmington Shops</i>	NOYES, JAY <i>Chicago Locomotive Shop</i>	RUTLEDGE, DOUGLAS <i>Tampa Station</i>	TURNGREN, JAMES <i>Southern Div. Admin Office</i>
HOLT, JOSEPH <i>Chicago Mech. & Terminal Offices</i>	LEE, THEODORE <i>Chicago Mech. & Terminal Offices</i>	O'MALLEY, JOHN <i>Penn Station New York</i>	SCHMIDT, SHARON <i>Phila. 30th St. Station</i>	WALSH, DENNIS <i>Phila. 30th St. Station</i>
HOPKINS, KENNETH <i>N.Y. Division HQ</i>	LEONARD, AGNES <i>Sanford Station</i>	O'NEILL, EDWARD <i>Phila. Coach Yard</i>	SCOTT, SAUNDRA <i>Los Angeles Offices</i>	WARD, WALTER <i>W. Oakland Maint. Facility</i>
HUTCHINGS, DARREL <i>Beech Grove Maintenance Facility</i>	LEWIS, BARBARA <i>Chicago Union Station</i>	PALMER, RICHARD <i>Rensselaer Station</i>	SETTLES, JAMES <i>Beech Grove Maintenance Facility</i>	WASHINGTON, ELNORA <i>VA Railway Express</i>
IORIO, JOSEPH <i>Bear Car Shop</i>	LIGHT, LAWRENCE <i>Phila. 30th St. Station</i>	PAPLOW, GARY <i>Rensselaer Station</i>	SIMPSON, JAMES <i>Corp. HQ, Wash., D.C.</i>	WATSON, DWAYNE <i>Sanford Station</i>
JAMES, CORNELIUS <i>Trenton Station</i>	MACFADDEN, WADE <i>Sanford Station</i>	PARKER, BARBARA <i>Back Bay Station</i>	SINGH, RANJIT <i>Raymond Plaza West, Newark, N.J.</i>	WEATHERS, GREGORY <i>Chicago Mech. & Terminal Offices</i>
JONES, CHARLES <i>Chicago Locomotive Shop</i>	MADISON, CURTIS <i>South Hampton St. Yard</i>	PATTAN, VERNON <i>Los Angeles 8th St. Coach Yard</i>	SINGLEY, HELEN <i>Phila. 30th St. Station</i>	WEISER, MARY <i>Penn Station New York</i>
KELLY, MARTHA <i>Corp. HQ, Wash., D.C.</i>	MAGUIRE, JAMES <i>Quad Ave. MIW Base</i>	PEARSON, JACK <i>Chicago Offices</i>	STRATON, DAVID <i>Portland Station</i>	WILLIAMS, NATHANIEL <i>Wilmington Shops</i>
KETELBOETER, MARGARET <i>Los Angeles Offices</i>	MASON, VERGIA <i>Oakland Station OKJ</i>	PETERS, ROBERT <i>Huntington Station</i>	STRONG, PETER <i>Phila. 30th St. Station</i>	WILLOUGHBY, HENRY <i>Wash. Union Station</i>
KLICKMAN, ROBERT <i>Seattle Mechanical Yard</i>	MCCABE, JOHN <i>Providence Station</i>	PETERSON, ROGER <i>Pasco Station</i>	SULLIVAN, MARGIE <i>Mid-Atlantic Reservation Sales Contact Ctr.</i>	WILSON, JOHN <i>Beech Grove Maintenance Facility</i>
KRUHM, JAMES <i>Waterloo T&E Crew Base</i>	MCGINNESS, RICHARD <i>Bear Car Shop</i>	PICCININNI, NICHOLAS <i>Penn Station New York</i>	SWENSON, NOREEN <i>Corp. HQ, Wash., D.C.</i>	WORTHAM, CHARLES <i>Wilmington Shops</i>
KUSKEY, JAMES <i>Minneapolis-St. Paul Station</i>	MCKEOWN, BETTY <i>Western Reservation Sales Contact Ctr.</i>	PITARRESI, JOHN <i>Los Angeles Offices</i>	TAYLOR, MICHAEL <i>Charleston S.C. Station</i>	WRIGHT, ROBERT <i>Rensselaer Mech. Facility</i>
LARSON, JAMES <i>Ivy City Maint. Facility</i>	MGRDICHIAN, JON <i>Los Angeles Offices</i>	POSTON, GERALD <i>Florence Station</i>	TESTER, DARRELL <i>Beech Grove Maintenance Facility</i>	
LATCHFORD, DONALD <i>Chicago Union Station</i>	MILEWSKI, GARY <i>Phila. 30th St. Station</i>	RASMUSON, JAMES <i>Rensselaer Station</i>	TODD, STEPHEN <i>Albuquerque T&E Crew Base</i>	
LATCHFORD, JAMES <i>Corp. HQ, Wash., D.C.</i>	MILLER, JUDITH <i>Mid-Atlantic Reservation Sales Contact Ctr.</i>	REED, BRIAN <i>Wilmington Shops</i>	TONEY, EARL <i>Ivy City Maint. Facility</i>	
LAWRENCE, GARY <i>Los Angeles Offices</i>	MOORE, AUGUSTUS <i>N.Y. Division HQ</i>	ROBUSTO, RONALD <i>Wilmington Training Ctr.</i>	TOWNSEND, ODELL <i>Jacksonville Station</i>	



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August and September In Amtrak History

AUGUST - SEPTEMBER



August 7, 1975

Amfleet cars enter service on the Northeast Corridor. They were ordered, along with 70 additional SDP40s from EMD and 11 E60s from General Electric, on Oct. 12, 1973.



August 4, 1984

The *Pere Marquette* begins operation, restoring Chicago-Grand Rapids, Mich., service.



September 7, 1985

The Santa Ana (Calif.) Regional Transportation Center opens for business. It is utilized by Amtrak's *Pacific Surfliner*, Metrolink commuter service, Greyhound and local bus service and several Mexican tour bus services.





New York Penn Station Celebrates 100 Years

FY 10 Ridership and Ticket Revenue Numbers Set Records

New Safety Metrics Align with Safe-2-Safer

AMTRAK® i n k

A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 9 • October 2010

DEPARTURES

Train	Track	Time	Platform	To
AMTRAK	1	12:00P	1	PHILADELPHIA
AMTRAK	2	12:05P	2	PHILADELPHIA
AMTRAK	3	12:10P	3	PHILADELPHIA
AMTRAK	4	12:15P	4	PHILADELPHIA
AMTRAK	5	12:20P	5	PHILADELPHIA
AMTRAK	6	12:25P	6	PHILADELPHIA
AMTRAK	7	12:30P	7	PHILADELPHIA
AMTRAK	8	12:35P	8	PHILADELPHIA
AMTRAK	9	12:40P	9	PHILADELPHIA
AMTRAK	10	12:45P	10	PHILADELPHIA
AMTRAK	11	12:50P	11	PHILADELPHIA
AMTRAK	12	12:55P	12	PHILADELPHIA
AMTRAK	13	1:00P	13	PHILADELPHIA
AMTRAK	14	1:05P	14	PHILADELPHIA
AMTRAK	15	1:10P	15	PHILADELPHIA
AMTRAK	16	1:15P	16	PHILADELPHIA
AMTRAK	17	1:20P	17	PHILADELPHIA
AMTRAK	18	1:25P	18	PHILADELPHIA
AMTRAK	19	1:30P	19	PHILADELPHIA
AMTRAK	20	1:35P	20	PHILADELPHIA
AMTRAK	21	1:40P	21	PHILADELPHIA
AMTRAK	22	1:45P	22	PHILADELPHIA
AMTRAK	23	1:50P	23	PHILADELPHIA
AMTRAK	24	1:55P	24	PHILADELPHIA
AMTRAK	25	2:00P	25	PHILADELPHIA
AMTRAK	26	2:05P	26	PHILADELPHIA
AMTRAK	27	2:10P	27	PHILADELPHIA
AMTRAK	28	2:15P	28	PHILADELPHIA
AMTRAK	29	2:20P	29	PHILADELPHIA
AMTRAK	30	2:25P	30	PHILADELPHIA
AMTRAK	31	2:30P	31	PHILADELPHIA
AMTRAK	32	2:35P	32	PHILADELPHIA
AMTRAK	33	2:40P	33	PHILADELPHIA
AMTRAK	34	2:45P	34	PHILADELPHIA
AMTRAK	35	2:50P	35	PHILADELPHIA
AMTRAK	36	2:55P	36	PHILADELPHIA
AMTRAK	37	3:00P	37	PHILADELPHIA
AMTRAK	38	3:05P	38	PHILADELPHIA
AMTRAK	39	3:10P	39	PHILADELPHIA
AMTRAK	40	3:15P	40	PHILADELPHIA
AMTRAK	41	3:20P	41	PHILADELPHIA
AMTRAK	42	3:25P	42	PHILADELPHIA
AMTRAK	43	3:30P	43	PHILADELPHIA
AMTRAK	44	3:35P	44	PHILADELPHIA
AMTRAK	45	3:40P	45	PHILADELPHIA
AMTRAK	46	3:45P	46	PHILADELPHIA
AMTRAK	47	3:50P	47	PHILADELPHIA
AMTRAK	48	3:55P	48	PHILADELPHIA
AMTRAK	49	4:00P	49	PHILADELPHIA
AMTRAK	50	4:05P	50	PHILADELPHIA
AMTRAK	51	4:10P	51	PHILADELPHIA
AMTRAK	52	4:15P	52	PHILADELPHIA
AMTRAK	53	4:20P	53	PHILADELPHIA
AMTRAK	54	4:25P	54	PHILADELPHIA
AMTRAK	55	4:30P	55	PHILADELPHIA
AMTRAK	56	4:35P	56	PHILADELPHIA
AMTRAK	57	4:40P	57	PHILADELPHIA
AMTRAK	58	4:45P	58	PHILADELPHIA
AMTRAK	59	4:50P	59	PHILADELPHIA
AMTRAK	60	4:55P	60	PHILADELPHIA
AMTRAK	61	5:00P	61	PHILADELPHIA
AMTRAK	62	5:05P	62	PHILADELPHIA
AMTRAK	63	5:10P	63	PHILADELPHIA
AMTRAK	64	5:15P	64	PHILADELPHIA
AMTRAK	65	5:20P	65	PHILADELPHIA
AMTRAK	66	5:25P	66	PHILADELPHIA
AMTRAK	67	5:30P	67	PHILADELPHIA
AMTRAK	68	5:35P	68	PHILADELPHIA
AMTRAK	69	5:40P	69	PHILADELPHIA
AMTRAK	70	5:45P	70	PHILADELPHIA
AMTRAK	71	5:50P	71	PHILADELPHIA
AMTRAK	72	5:55P	72	PHILADELPHIA
AMTRAK	73	6:00P	73	PHILADELPHIA
AMTRAK	74	6:05P	74	PHILADELPHIA
AMTRAK	75	6:10P	75	PHILADELPHIA
AMTRAK	76	6:15P	76	PHILADELPHIA
AMTRAK	77	6:20P	77	PHILADELPHIA
AMTRAK	78	6:25P	78	PHILADELPHIA
AMTRAK	79	6:30P	79	PHILADELPHIA
AMTRAK	80	6:35P	80	PHILADELPHIA
AMTRAK	81	6:40P	81	PHILADELPHIA
AMTRAK	82	6:45P	82	PHILADELPHIA
AMTRAK	83	6:50P	83	PHILADELPHIA
AMTRAK	84	6:55P	84	PHILADELPHIA
AMTRAK	85	7:00P	85	PHILADELPHIA
AMTRAK	86	7:05P	86	PHILADELPHIA
AMTRAK	87	7:10P	87	PHILADELPHIA
AMTRAK	88	7:15P	88	PHILADELPHIA
AMTRAK	89	7:20P	89	PHILADELPHIA
AMTRAK	90	7:25P	90	PHILADELPHIA
AMTRAK	91	7:30P	91	PHILADELPHIA
AMTRAK	92	7:35P	92	PHILADELPHIA
AMTRAK	93	7:40P	93	PHILADELPHIA
AMTRAK	94	7:45P	94	PHILADELPHIA
AMTRAK	95	7:50P	95	PHILADELPHIA
AMTRAK	96	7:55P	96	PHILADELPHIA
AMTRAK	97	8:00P	97	PHILADELPHIA
AMTRAK	98	8:05P	98	PHILADELPHIA
AMTRAK	99	8:10P	99	PHILADELPHIA
AMTRAK	100	8:15P	100	PHILADELPHIA

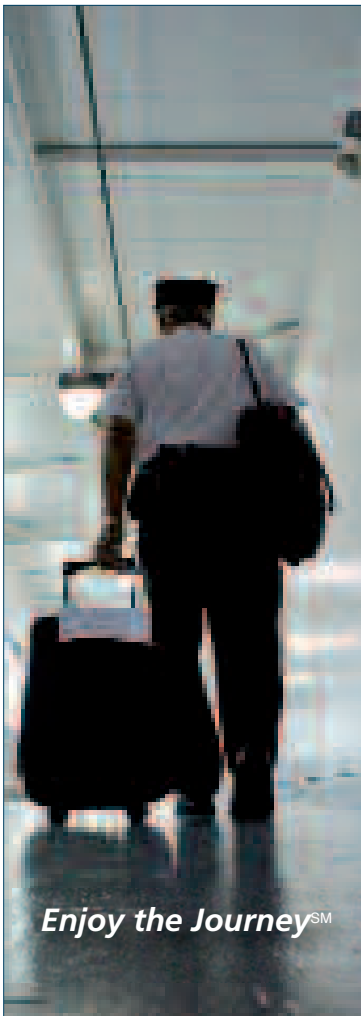




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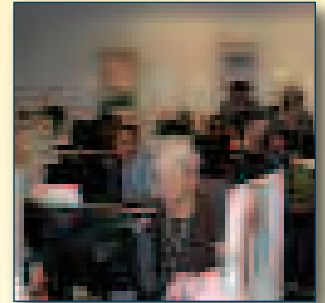
Vol. 15, Issue 9,
October 2010



4 *FY '10 ridership and ticket revenue beat all-time records.*



10 *An observant Amtrak employee helps save mom and daughter from scam.*



14 *Amtrak Guest Rewards® celebrates its 10-year anniversary.*



Correction: The story about the Viewliner equipment acquisition in the August-September issue of *Amtrak Ink* (pg 5) should have included the photo of Viewliner equipment that appeared on the facing page (see photo at left). We do know what Viewliner equipment looks like, and we do regret the error. Thank you to the employees who pointed out the oversight — we appreciate the feedback.

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FPO FSC Logo (Horizontal)

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Train of Thought

Welcome to a new fiscal year! We closed out last fiscal year with very good news to share. The final ridership results for FY '10 surpass the ridership record we set in FY '08. We also generated more ticket revenue than ever, in part due to smarter management of the fares we charge.

Breaking records in our industry during a recession is not the easiest thing to do. It speaks to our own resilience and expertise, to the demand for passenger rail in this country, and to the hard work that you put into Amtrak every day.

It's those things that will help us advance and remain competitive in the decades to come.

Soon after we announced the creation of a High-Speed Rail department and selection of an industry expert, Al Engel, as vice president for High-Speed Rail last month, we unveiled a vision for next-generation high-speed rail on the Northeast Corridor. It's a preliminary plan, but as America's railroad, it is incumbent upon us to put forth a bold and dynamic vision of how the railroad can help accommodate growth in our communities, relieve congestion on highways and airways, reduce our country's dependence on foreign oil and accelerate local and national economies.

We began this fiscal year as we have many other years — operating without a congressional appropriation for the fiscal year that begins on Oct. 1. In the absence of an appropriation,

Congress passed a Continuing Resolution to continue to fund federal agencies and others who rely on federal funding.

The current CR — as they call it on Capitol Hill — that was passed last month will provide funding at last year's level (\$1.6 billion) through Dec. 3. Hopefully, we will have an appropriation for FY '11 that is closer to the \$2.6 billion request we submitted, including \$446 million for equipment acquisition.

Some things are not in our control, yet many others are. The FY '10 ridership and ticket revenue numbers are proof of that. While we face uncertainty with respect to federal appropriations, state budgets and the economy, we also must forge ahead by creating a safer and more collaborative place to work, provide state and commuter agencies our expertise and professional services, and deliver customer service that shows that we put our passengers first. Thank you for your role in promoting a safer, greener and healthier Amtrak. ■



Joseph H. Boardman



Congratulations to the 2010 President's Service & Safety Awards Recipients

Amtrak will be paying tribute to its extraordinary and dedicated employees at a President's Service and Safety Awards ceremony on Nov. 3 in Washington, D.C.

FY 10 Ridership and Ticket Revenue Exceed Records

Amtrak beat the all-time ridership and ticket revenue records set two years ago when it closed the books on the fiscal year early this month.

From last October through September, the company carried 28,716,857 passengers, 450 more than in FY '08. Ticket revenue for the year was \$1.7 billion, an increase of \$8.8 million over the previous record.

“The resurgence in the popularity of rail travel, a rise in gas prices and increasing difficulties associated with flying all helped us set these records,” stated George Raed, chief of Market Research and Analysis.

Although high unemployment (9.6 percent in August) and the recession continue to impact the Northeast business travel market, the negative effect on *Acela Express* business travel has softened. *Acela Express* accounts for 25 percent of systemwide Amtrak ticket revenues.

State-supported and other corridor services performed well this fiscal year, benefitting in part from high FY '10 gasoline prices and better year-to-date on-time performance. Many of the services brought in double-digit growth over last



Conductor Josh Shaw checks for additional bags to be checked aboard the *Palmetto* at the Fayetteville, N.C. station.

year in ridership and/or ticket revenue. Long-distance trains also performed well, with the *City of New Orleans*, *Texas Eagle*, *Sunset Limited* and *Palmetto* reporting double-digit growth in ridership.

“The numbers are important, but it’s what’s behind the numbers that tells the true story,” said President and CEO Joe Boardman. “It’s the people — our employees and the passengers they serve — that make it happen. More and more people see passenger rail as the way to get to where they need to go, and when our front line employees put them first, they are the ones that help bring them back a second time.”

Boardman added that in addition to passengers, Amtrak’s relationships with other customers such as states and commuter agencies are crucial. “Just as we must earn the loyalty of the customers who ride our trains, we must work to build stronger ties to our state and commuter customers,” he added, noting that Amtrak operates in an increasingly competitive environment.

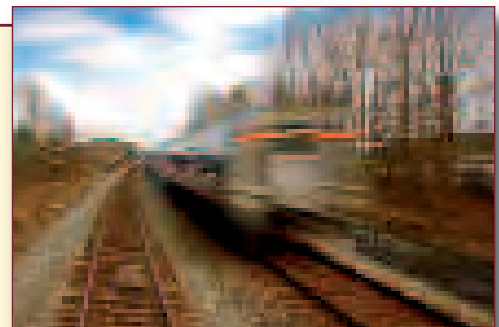
In addition to its own ridership, Amtrak facilitates, in one way or another, the operation of 12 commuter services, which

continued on page 19

Lynchburg Service Marks One-Year Anniversary

One year after its inauguration last October, service to Lynchburg, Va., is performing extremely well. While ridership figures through September were not available at press time, the figures through August show that the service carried more than 116,000 passengers, double the number originally anticipated.

Operating as an extension of Boston-Washington *Northeast Regional* service, the new daily roundtrip is a part of a three-year pilot project sponsored by the Commonwealth of Virginia. This partnership also marked Amtrak’s newest and fifteenth state partnership. The service also makes stops in Virginia at Charlottesville, Culpeper, Manassas and Alexandria, and for Virginia Railway Express passengers at Burke Center.



Amtrak Unveils Next Generation High-Speed Vision

What would it take to carry passengers from Washington to New York in about the time it might take to go through check-in and security at some major airports on the Northeast Corridor?

Al Engel, Amtrak's newly selected vice president of High Speed Rail, joined President and CEO Joe Boardman in providing an answer by announcing "A Vision for High-Speed Rail in the Northeast Corridor (NEC)," a concept plan for next-generation high-speed rail on the Northeast Corridor, at an event at Philadelphia's 30th Street Station late last month.

At the heart of the concept are trains that would operate up to 220 mph (354 kph) on a two-track corridor, traveling from Washington to New York in 96 minutes and New York to Boston in just 84 minutes, cutting today's trip-times in half. Capacity would be greatly expanded, with at least four high-speed departures per hour in each direction — compared to one per hour today — upon completion of the new high-speed track alignment in 2040.

"Amtrak is putting forward a bold vision of a realistic and attainable future that can revolutionize transportation, travel patterns and economic development in the Northeast for generations," said President and CEO Joseph Boardman.

“ We will provide the mobility that we need to be globally competitive in the world that we're facing right now. **”**

*Joe Boardman
President and CEO
Amtrak*

A Northeast Corridor Master Plan developed by Amtrak, 12 Northeast states, the Federal Railroad Administration, commuter agencies and freight railroads that operate over the NEC and the Coalition of Northeastern Governors was released this past summer. It examined how intercity, commuter, freight and high-speed passenger rail could grow together utilizing the current corridor infrastructure to meet the anticipated growth in demand for each sector through 2030.

"The NEC High-Speed Rail plan goes beyond what we need to do to solely meet the growth expectations of the next 20 years — it predicts ridership of 18 million in 2040 with reserve capacity to accommodate as many as 80 million passengers annually to allow for continued population growth through the century," said Engel.

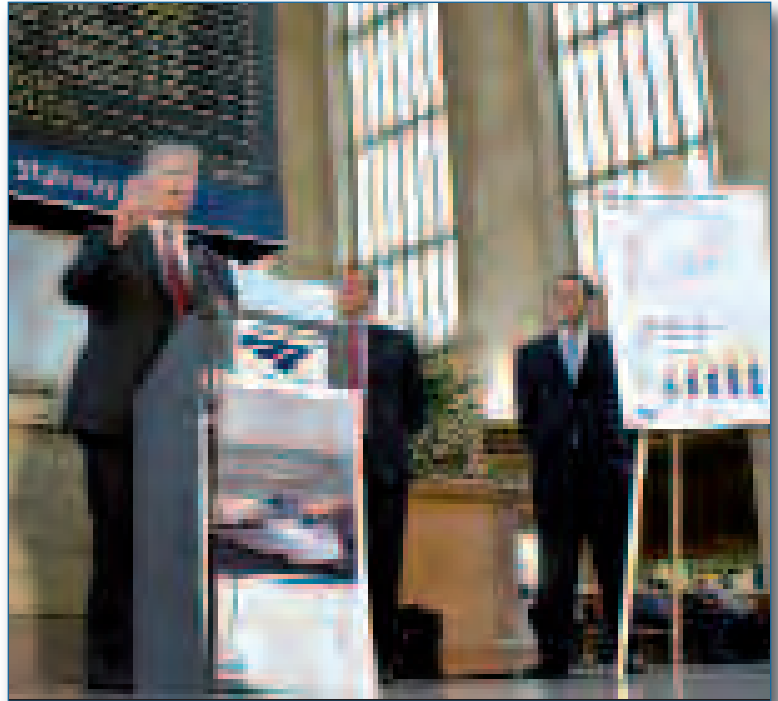
Engel explained that a next-generation high-speed system is necessary to offer competitive trip-times, meet expected ridership demands, help reduce the nation's dependence on oil, and help relieve congestion from airways and highways. Intercity travel along the Northeast

Corridor is expected to double by 2050.

Boardman added that a next-generation high-speed rail system would generate an annual operating surplus exceeding \$900 million, in addition to the economic value of improved intercity mobility, and a greener mode of transportation for millions of American and their communities. Over the course of a 25-year construction period, the project would yield 40,000 annual jobs, and the service would produce 7,100 new rail operations jobs.

Building a world-class system of this magnitude would require an investment of \$4.7 billion annually, or \$117 billion over the course of the 25-year construction period. Considering the amount of funding needed to simply maintain the current highway and airway systems — much less expand them for expected future growth — Amtrak believes this is the right and necessary

continued on page 17



President and CEO Joe Boardman is joined by American Public Transportation Association Vice President Art Guzetti (right) and Philadelphia Mayor's Office spokesman Andrew Stober (far right) as Amtrak unveils its high-speed rail vision for the future.



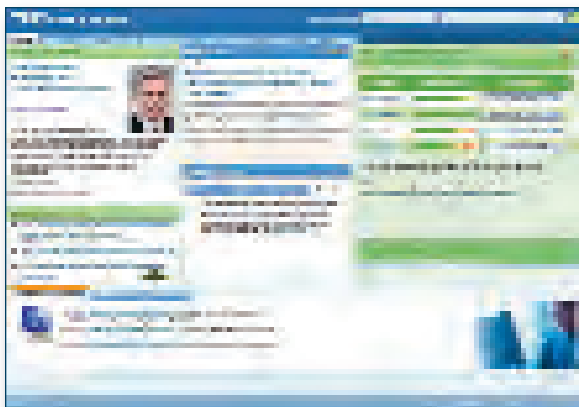
New York Penn Station Marks 100 Years of Service

Happy birthday, Penn Station!

This month marks the 100th anniversary of the construction of New York Penn Station (NYP).

Pennsylvania Station, best known as Penn Station, serves Amtrak, Long Island Rail Road, New Jersey Transit, and multiple New York City Subway routes. Acting as the center of the Northeast Corridor, as many as 550,000 passengers travel through Penn Station each day, making it the busiest train station in North America. Not to mention one of the busiest train stations in the world.

On October 18th, Amtrak will celebrate the 100th anniversary of the historic station. Photo imagery and rare artifacts from the old station will be on display in the station's main rotunda, commemorating the deep and rich history of Amtrak's largest and busiest transportation hub. Representatives from Amtrak and its partners at New Jersey Transit and Long Island Rail Road will be on hand to reminisce about some of the station's most memorable moments over the past 100 years. ■



Want to know more about what's going on at Amtrak?

If you don't use a computer at work, you can log in to the Amtrak intranet from home to get all sorts of information.

Recent enhancements to the site allow easier login access from home or a remote location via Amtrak.com. Access to the intranet is now supported on more browsers, including Firefox and Safari, and fewer installs are required. Improvements have also been made so that external links — like the News Clips and Amtrak Benefits — are more easily available to those logging in from outside the Amtrak network.

The intranet offers employees a central location to find company news and updates and also allows employees to access the Employee Information Portal

where employees can manage their own personal information and view their pay stubs. You can access the Amtrak intranet remotely by following the steps below:

Go to Amtrak.com and click "Inside Amtrak" at the bottom of the page. Then click the "Employees" link. Log in to the intranet using your assigned login ID and password. If you do not have an Amtrak-issued login ID and password and/or you have never accessed the Amtrak intranet, your login ID is your Personnel Number (the 8 digit number that can be found on your pay stub — please include the leading zeroes). Your temporary password was mailed to your home mid-May 2010 and was also provided in an insert in your May 14, 2010, pay stub. If you do not have this information, please contact the Amtrak Help Desk (800-772-4357) and have them set your initial password. ■



Amtrak Submits Five Route Performance Improvement Plans

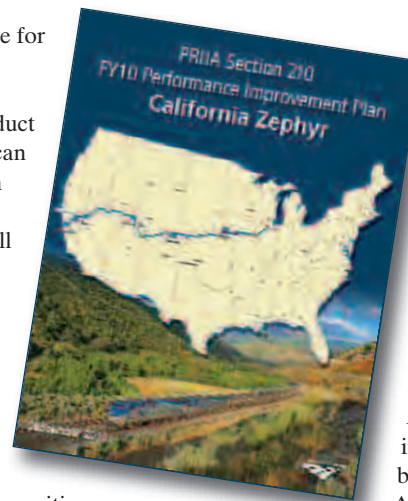
Performance Improvement Plans were posted on Amtrak.com on Sept. 30 for the *California Zephyr*, *Cardinal*, *Capitol Limited*, *Sunset Limited* and *Texas Eagle* services, as required by the Passenger Rail Investment and Improvement Act of 2008.

Since its creation in 2006, the Marketing and Product Development department has dedicated teams to make route-specific improvements in customer service and product quality. In 2008, the department launched its first formal Route Performance Improvement (RPI) program in collaboration with several other departments. Interdepartmental teams reviewed every aspect of six long-distance and corridor routes, then formulated an improvement plan to improve customer satisfaction, increase ridership and reduce operating costs. RPI programs were conducted on six additional routes in 2009.

“PRIIA basically requires that we continue our RPI efforts to maximize the value

of long-distance service for passengers and for the company,” said Brian Rosenwald, chief, Product Development. “If we can reach agreements with the host railroads, I’m confident our plans will generate the improvements that we want, and that Congress has requested.”

Primary recommendations for the *California Zephyr* include customer service training and recognition programs for employees, and new equipment inspection and follow-up procedures. Recommendations in the *Cardinal* improvement plan are to implement daily service between New York and Chicago as well as improving food service, baggage handling and marketing strategy.



The key proposal for *Capitol Limited* service is the introduction of single-seat through-service at Pittsburgh, allowing passengers from Chicago to connect directly with cities along the *Pennsylvanian* route, including Philadelphia and New York. In addition to merging the *Sunset Limited* and *Texas Eagle* into a single daily service between Chicago and Los Angeles, the plan for these routes includes daily connecting service from San Antonio to New Orleans.

Each Performance Improvement Plan can be viewed on Amtrak.com under “Inside Amtrak” → “Reports and Documents,” and on the Amtrak intranet. ■



Amtrak Employees Rescue Kayaker in Peril

Were it not for the quick thinking of two Buildings and Bridges mechanics, a pleasant afternoon of kayaking on the Susquehanna River in Maryland could have turned out quite differently for a young woman and her dog. Employees Scott Tret and Jeffrey Powell were recently enjoying a break from their pin stabilization project work in Havre de

“Without the quick thinking, character and professional manner in which these two employees handled themselves, this incident could have had far worse consequences.”

Grace, Md., when Tret spied the young boater about 300 yards offshore struggling to maintain control amidst the whitecaps and gusting winds.

“I first noticed the lady on the shore and saw that she walked with a decided limp,” said Tret, a 34-year Amtrak employee. “I later found out that she had been in a major car accident a while back that

required her to be airlifted to [the R. Adams Cowley] Shock Trauma in Baltimore.”

As Tret was observing the woman having difficulties, her kayak capsized, sending her and her canine companion into the raging river. With hardly a word between them, Tret and Powell

sprang into action, with Tret operating the company truck and Powell jumping in their safety boat to rescue the woman and dog. Overpowered by fear and anxiety, and unable to swim, according to Tret, the woman and her dog were in the water for about 10 minutes before their rescue attempt was successful.

“I’m an experienced whitewater rafter myself,” said Powell. “And I know that on that river there’s not a lot of wind in the morning, but it really picks up as the day goes on. The conditions can change rapidly.”

Once she was fished from the river, Powell alerted local authorities and asked the woman if she needed medical attention.

“She was shaken; I was shaken, but she declined medical treatment,” Tret said. “She told us about her car accident and joked that she had used up three lives already and was looking for six more.”

“We did what we had to do quickly because everything happened really fast,” Powell said. “You’d think we practice this kind of stuff every day, since we barely communicated about what had to be done. But, by the grace of God, Scotty kept his eye on her.”

Despite the humility with which they relayed their story, Tret and Powell are hailed as heroes by their peers and superiors.

“Without the quick thinking, character and professional manner in which these two employees handled themselves, this incident could have had far worse consequences,” said Assistant Supervisor, Structures Barry Hewitt, who was informed by phone of the incident. ■

Don't Miss Open Enrollment for 2011 Benefits

Open enrollment for 2011 benefits elections will be held from Nov. 8-19. This year, employees will see an improved AmtrakBenefits.com Web site, which features new tools and resources to help you make the best selections for you.

An information package will be mailed to your home in late October. Remember that Health Care and Dependent Care FSA elections do not roll over. If you wish to continue participating in these programs, you must re-enroll during Open Enrollment.

Keep It Green!

Log on to AmtrakBenefits.com to e-mail the Amtrak Benefits Service Center with questions about your coverage, or click on the “Chat” button to have an online conversation in real-time with a representative.

How Does Health Care Fraud Hurt You?

You may not think much about it, but health care fraud takes place every day across the country. The National Health Care Anti-Fraud Association estimates that between 3 percent and 10 percent of health care spending is lost due to health care fraud. Last year, Amtrak spent more than \$255 million on health care for employees. Extrapolating from the nationwide fraud estimate, Amtrak could be losing from \$7.65 million to \$25.5 million per year to fraud.

Accordingly, Amtrak's Office of Inspector General's investigative unit has made preventing and detecting health care fraud a priority. Health care fraud increases the cost of providing health care benefits and translates into higher contributions and out-of-pocket expenses for employees. Health care fraud is not just a financial problem — it also can subject patients to unnecessary or unsafe medical procedures, or medical identity theft.

What is Health Care Fraud?

There are several commonly used schemes by dishonest health care providers. Some examples of fraud schemes are:

- Billing for services not provided to the patient, which can adversely

affect a patient's coverage maximums and medical history.

- Billing for higher-priced services than were actually provided.
- Performing medically unnecessary procedures to generate insurance payments, which can cause harm to patients.
- Falsifying patient diagnoses to justify tests or procedures that are not necessary.
- Billing individual steps of a procedure as if those steps were separate procedures.
- Misrepresenting non-covered treatments as medically necessary to generate insurance payments.
- Billing patients more than the copay amounts for services fully paid by the insurance plan.
- Paying kickbacks for patient referrals.
- Waiving copays or deductibles, which could indicate overbilling of insurance plans.

What Can You Do to Protect Yourself from Health Care Fraud?

Examine the documentation sent to you by your insurance plan, including the Explanation of Benefits (EOB) state-

ments, to make sure you received the services listed on the EOBs. Contact your insurance company if you have questions about the information on your statements.

Keep informed about the tests and treatment procedures you receive and why they are necessary.

Keep your health insurance card and information confidential. Do not give out policy or personal information over the telephone or Internet to unsolicited callers claiming to need the information.

Be suspicious of anyone who offers "free" services or equipment and then requests your health plan information. No information should be necessary if the services or equipment are free.

Help keep your health care contribution costs down by reporting any suspicious activity immediately to the Office of the Inspector General, either through the OIG Hotline 1-800-468-5469, the OIG Web site at www.amtrakoig.gov, or by contacting your local OIG agents. ■

Mom Shepherded by Angel

Editors note: The following letter to the editor appeared in the Aug. 1 edition of the Democrat and Chronicle.com. It was written by Patricia Monopoli, a daughter whose mother was the object of a scam, about how the actions of observant and caring Amtrak employees helped diffuse a potentially devastating situation. The letter is reprinted here with the permission of Patricia Monopoli.

This is a story about a prank or scam, a 97-year-old lady and the reactions of people at Amtrak.

My mom, Nora Cieri, who lives in Utica at a retirement community, got a call at 1 a.m. Monday, June 14, from some scam artist convincing her that I (her daughter) needed her because I was very ill and in the hospital.

Without checking the validity of this call, my mom got herself down to the Amtrak station in Utica, bought a ticket and boarded a train for Rochester. All the personnel on the train treated her with friendliness and care. She thought she was in Rochester when the train stopped in Syracuse and

got off. The conductor, she believes, caught her and got her back on the train.

She continued to Rochester, but this isn't the best part of her odyssey.

Mom got off in Rochester, didn't know what hospital I was in, since the caller did not say, and didn't have any numbers to call to find out.

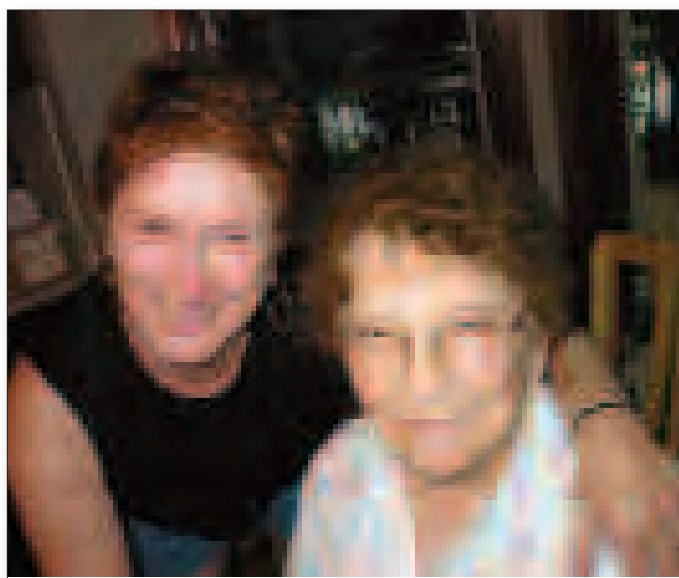
Here is where the Amtrak employee Richard Perry took over to help her find me (and to make sure that she was safe).

I don't know why Mom caught Richard's eye, but he picked up on her face that she needed help. He started an investigation with her of all of my friends who would be able to track me down.

This isn't easy. I live in Macedon, Wayne County, and am not found in the regular part of the phone book. My mom only knows the names of friends who also mostly live in Wayne County — no addresses or phone numbers.

Richard stayed with my mom, looked up name after name, trying to get a line on my location and condition. He ended up

finding my friend Jane Culver in Palmyra, who tracked me down through another friend, Sandy Ciaccia, who called me to confirm my condition and location. I was fine. I called Richard at the number that had been relayed through my friends. I learned that my mom was indeed at the Amtrak station and



very upset. Richard assured me he would take care of her until I got there to pick her up.

The pranksters/scammers did not commit a crime, according to the police, and we cannot trace them. But the Amtrak employees, especially Richard, sure made up for their misdeeds.

You see, sometimes things balance out. We appreciate the many Amtrak employees' personal care, professionalism and high moral standards. There is not enough I can say about them, except thank you. I would like people to know that, though there are some evil-doers, there are angels, too.

Patricia Monopoli is a retired Pal-Mac family and consumer science teacher, wife to husband, Joe, a mother and grandmother. Her favorite thing to do is to spend time with family, especially her grandsons, Joey and Andrew. ■

Front Line Focus

Dear Sir(s):

You are probably aware of one great employee, but I wanted you to know your secret is out, and we've met her too.

We're referring to Train Attendant Stephanie Utt, who was working on our trip from Portland to Chicago.

She was the best hostess we have met on all the trips we've taken via Amtrak. As we boarded the train, she welcomed us as if it were her home. ... Each and every passenger under her care was treated with a special caring and we all felt important to Stephanie. She made sure we were comfortable and knew where things were. Stephanie also let us know if we were behind schedule and why and, as we were the last car on the train and several of us were older, she volunteered to get our meals.

... You have a special employee and we hope you can reward here in some way. ... You have a winner in Stephanie Utt.

Sincerely,
Empire Builder Passengers

Dear Sir/Madam:

[As] I was helping my daughter carry her baggage as she was on crutches due to recent knee surgery ... much to my surprise, the train [from Trenton, N.J., to Baltimore] began moving and I was unable to exit. The next stop for me was Philadelphia. I explained this to [the conductor] and he did not charge me.

[In Philadelphia], I purchased a ticket [back to Trenton]. I explained my situation about how I got locked on the train to [Ticketing and Accounting Clerk] Pam Wheeler at 30th Street Station. She felt bad for me and my situation, but I still had to pay for this expense.

As I was having breakfast, I hear someone paging my name ... asking me to return to the ticket window. ... I was told ... that after consulting with [Ticketing and Accounting Clerk] Jennifer Bohn, Amtrak would void out my ticket and I was given a comp ticket to return to Trenton.

... It's nice to know there are very caring people that work for Amtrak.

Sincerely,
Northeast Regional Passenger

Editor's Note

Each issue, Amtrak Ink contains excerpts from customers' letters commending our front line employees. This issue we're also including an e-mail message from Chief Marketing Officer David Lim to Vice President of Transportation Richard Phelps about exceptional service he observed aboard the *Empire Builder*. While customer feedback is invaluable, it's good to get feedback from Amtrak co-workers, too.

Richard,

I want to formally commend and recognize train attendant Paul Stevens for outstanding service to his customers. Paul was the attendant in my car on the Empire Builder from Portland to East Glacier...

It's clear that Paul enjoys his job and the following describes just some of my observations that everyone else enjoyed:

- Verbally greeted each customer in a welcoming and inviting manner as he/she approached him;
- Assisted customers with their luggage as they walked onto the train and delivered clear directions;
- Stopped by each room and introduced himself by first and last name, and clearly described the train's amenities, always setting the customer's expectations accordingly;
- The coffee area was always immaculate and fully stocked with various juices, water and cups;
- The bathroom was always immaculate, with an air freshener and other amenities to ensure cleanliness;
- His announcements were clear, with appropriate messages and began with "this is Paul Stevens your attendant," which personalized the communication;
- Paul was "always around" whenever anyone needed him and he made up beds in the evenings and in the morning with amazing speed;
- The cleanliness of his car was complemented by his perfectly pressed uniform;
- He assisted with all customers detrainning, including their luggage.

Paul's friendly demeanor throughout the entire trip and all of his verbal communications were said with a smile and a genuine feeling that his purpose on board was to ensure that his customers have a great experience. The high level of service quality Paul delivers is exactly what brings new and existing customers coming back to Amtrak. He delivers on the promise that marketing communicates and represents the Amtrak brand at its best!

David Lim

New Safety Metrics Align with Safe-2-Safer Principles

As part of the ongoing process to improve Amtrak's safety performance and culture through Safer-2-Safer, the company announced last January that the FRA reportable injury ratio would no longer be used as a performance goal for managers, supervisors or departments.

In a letter to employees announcing this change, President and CEO Joe Boardman wrote, "For many years, Amtrak has measured its safety performance by using injury ratios. While working toward a goal is important, the goal and the numbers in some instances may have contributed to a mindset more focused on managing the ratio rather than truly identifying and reducing the risks that cause injuries ... We want managers to be more concerned with the welfare of their employees and creating safe working environments, not statistics."

To replace the FRA reportable injury ratio, Amtrak will use a set of three new safety metrics beginning in October, in conjunction with the start of the 2011 fiscal year. Management goals will be set according to these three measures, which are designed to track risk reduction, safety conditions and safe behaviors.

"Tracking injuries measures how often systems fail. The difference between an injury and a near miss is sometimes very small," explained Roy Deitchman, vice president, Environmental Health and Safety. "The more effective measurements are those that indicate how safe a workplace actually is — we need to measure how well we are reducing the risks that make an injury possible in the first place."

The three new metrics used for safety performance at Amtrak are:

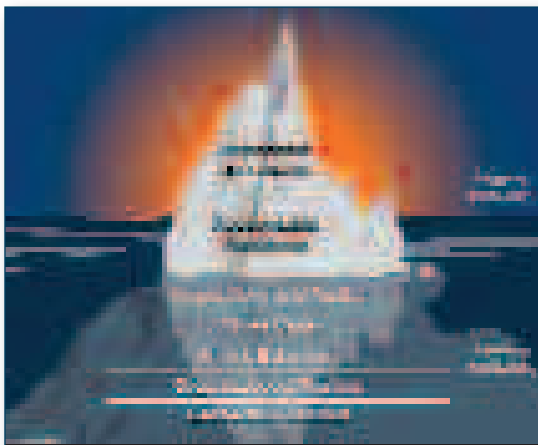
- 1. Number of quality behavior-based observations per observer per month.** This metric is a measurement of the rollout of the Safe-2-Safer Behavioral Accident Prevention Process. The anonymous peer-to-peer observations are critical to helping Safe-2-Safer Steering Committees identify unsafe or at-risk behaviors in their work locations.

Example: Once enough data is available to establish benchmarks, the company and each Safe-2-Safer Steering Committee will have goals on how many observations each Steering Committee should conduct in a month.

- 2. Number of safety barriers removed to reduce safety risks. After barriers to safety are identified through the BAPP process, Steering Committees, Core Teams and management**

sponsors must work together to remove them. This metric tracks proactive efforts to make a workplace safer.

Example: Depending on the work environment and the crafts involved, each Steering Committee and its management sponsor(s) will have goals to remove safety barriers within their area of responsibility. Removing a safety barrier might be ordering a new tool that allows work to be done more safely, or making site improvements to remove a tripping hazard.



Managers and supervisors throughout the company are learning that safety can be compared to an iceberg, as illustrated here. The factors below the waterline represent those which can be altered to reduce risks. The philosophy behind Safe-2-Safer is that Amtrak can become safer by managing these factors more effectively and the new safety metrics are designed to measure progress in these key areas.

- 3. Percentage of injuries resulting in lost-time days.** This metric is aimed at tracking the severity of the injuries that occur, rather than just the total number of injuries that occur. It is measured as the percentage of total injuries that require an employee to miss work — whether it is one day or several months.

Example: In order to emphasize the need to eliminate major safety risks and prevent serious injuries, managers will have goals to reduce injuries resulting in lost time by a specific percentage amount. If the department had 10 injuries that resulted in lost time last year, the goal might be to reduce that number by one, or 10 percent, this year.

"Our Safe-2-Safer training explains how safety is like an iceberg," said Richard Phelps, vice president, Transportation. "The tip of the iceberg — the part that you can easily see above the waterline — represents injuries, which are easy to see and measure. But the vast majority of the iceberg is underwater, and that represents all the factors that lead to an injury. These factors are harder to see and measure, but that's where you really make safety improvements. Our new metrics are designed to measure what's 'below the waterline.'"

Because the BAPP process is in its infancy at most work locations, metrics for observations and safety barriers removed will not be included in the first few FY '11 monthly safety reports. The lost-time percentage will be published immediately. Safety performance goals for managers and supervisors will not be set until data becomes available and benchmarks are set.

Deitchman also noted that Amtrak is still legally required to notify the FRA on all reportable injuries and illnesses and the FRA will continue to compare safety results by calculating the Reportable Injury Ratio, even though it is no longer used to set goals at Amtrak. ■

Safety Accomplishments Recognized Across the Country

New Orleans Mechanical Facility, Bridges and Buildings Gang Maintain Safety Diligence

In a 24/7 operation involving 83 employees working three shifts, there's potential for injury. Unless, of course, these employees proactively address unsafe conditions before they become problematic. Such is the case at the New Orleans Mechanical Facility.

"We address safety issues immediately instead of putting them aside or taking weeks to address the situation," said

Master Mechanic Tommy Farr. "Talking about safety issues is one thing, making timely repairs is another."

Having operated without an injury over the last two years, the employees at the facility have resurfaced all uneven pavements to reduce tripping hazards, built a step and platform for use when working on locomotives to avoid the risks that come with using a vertical ladder, and employed

a portable stairway to make it easier to enter baggage cars for cleaning. Removing these barriers to safety is at the heart of Safe-2-Safer.

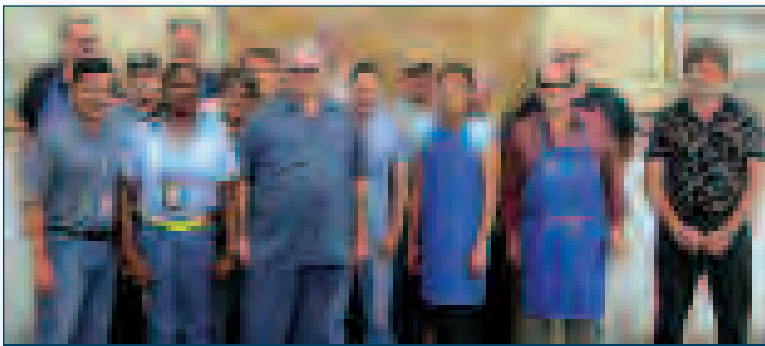
"Two specific measures New Orleans

takes to reduce injuries and promote safer behavior are more communication with employees and turning over the Safety Committee to the employees," Farr said. "Being part of the solution fosters a more positive attitude throughout the workforce."

This attitude was rewarded with a recognition cookout this summer at which Deputy Chief Mechanical Officer Mark Murphy, Southern Division Management and the union officers from various crafts prepared and served food for all three shifts. The union officers included Joe Derillo, ARASA; Carl Tingle, JCC; and Rick Zeigler, Sheet Metal Workers International Union.

"This is an outstanding achievement for all crafts at the facility," Derillo said. "It's one that each and every individual should be proud of."

"Given the challenges in the region — past hurricane damage and the recent BP oil spill — one would think that the employees' morale and enthusiasm would be low," Farr said. "But, morale is high, and their safety achievement is an example of their loyalty and dedication to Amtrak." ■



These employees are one of the three shifts that have maintained a spotless safety record for the past two years: (Back Row; L-R) Field Environmental Specialist Justin Liddle; Deputy Chief Mechanical Officer Mark Murphy; Master Mechanic Tommy Farr; General Foreman Forrest Walters; Carman Lester Bach; Secretary I Patty Hebert; Electrician Randy Burke Sr. (Middle Row; L-R) Carman Curtis LaFrance; Sheet Metal Worker Darren Billiot; Carman Anthony Nasello. (Front Row; L-R) Assistant Superintendent, Mechanical Raul Delgado; Foreman II Rita Claborne; Carman Freddie Easter; Principal Officer, Process Engineering Jessica Hawkins Allen; Budgets Manager Joseph Kopala; Carman Raymond Labiche.

Bridges and Buildings Supervisor Raymond Costanzo and Gang R903 have implemented guidelines to promote employee input and to put a focus on creating work environments that impact safety in a positive way, a good reason why they have kept injuries at bay for more than 12 and-a-half years.

"Safety is a focus that not only pertains to job conditions and personal protective equipment, but behaviors that cause each employee to ask themselves certain questions," said Costanzo. Questions like: "Are you ready to work safely?" "Do I have the correct tools and equipment to complete the task safely?" "Do I understand the requirements of the task that needs to be completed?"

"Not only do they ask themselves these questions, but employees ask each other," said Costanzo. Focusing on these questions

continued on page 17



Bottom Row, L. to R.: Senior Engineer Structures Production Joshua Kessler, B&B Mechanic Anthony McGriff, B&B Mechanic Reinaldo Sanchez, B&B Supervisor Raymond Costanzo, ARASA Safety Liaison Mark Manning, Director Production Field Operations Andy Keefe. Top Row L. to R.: B&B Mechanic John Comer, B&B Mechanic Ben Hutchinson, B&B Mechanic John Hormanski, Structural Welder Glenn Burnell, B&B Mechanic Foreman Mike Dewey, Program Director, Structures Production William Linabery.

Amtrak Guest Rewards® Celebrates 10 Years

Next month, Amtrak Guest Rewards® turns 10. Since its inception on Nov. 29, 2000, the company's customer loyalty program has grown to include 2.4 million members today. The program allows passengers to earn points for their Amtrak travel, which they can redeem for free Amtrak travel, and hotel and car rental rewards, among other benefits.

As it prepares to kick off its second decade, the program is offering improved services to its members. The newest developments are a completely new Amtrak Guest Rewards Web site and mobile site. Launched on Oct. 1, both sites are much more personalized and easier to navigate. "All of the information that is relevant to

Relationship Management Michael Blakey.

Blakey added that work is underway with several teams including the AGR program development partner OLSONDenali, along with Amtrak IT and e-Commerce, to enable members to more easily move between the Amtrak Guest Rewards site and Amtrak.com without having to log in twice. The teams are also collaborating to better integrate Amtrak Guest Rewards member information with Amtrak.com content.

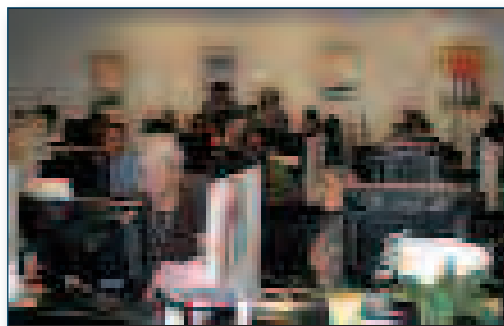
The loyalty program is also starting a new chapter at Amtrak. After having outsourced its call center since the program began,

Amtrak worked closely with the Transportation Communication International Union (TCU) to bring that function in-house. As of Oct. 1, the Amtrak Guest Rewards Desk is staffed by agents at Amtrak's Philadelphia and Riverside, Calif., Contact Centers.

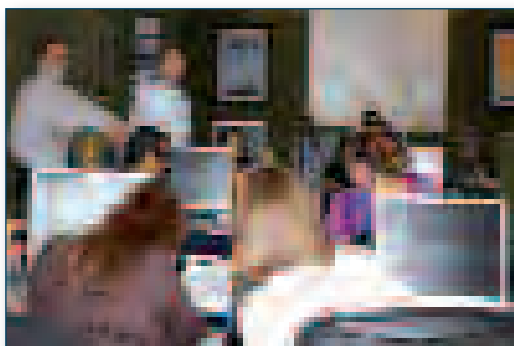
"We've completed the training for our AGR agents, who are excited about being a part of this new service offering from our Contact Centers," added Senior Director of Reservations Sales Mark Rose. "Incorporating the Loyalty Program call center work into ours makes good business sense and supports our collective goal — to provide Amtrak customers with high-quality and consistent service."

"Based on member feedback, we know our customers asked for expanded customer service hours and a better experience with

AGR agents. We now have experienced Amtrak agents servicing members every day from 5 a.m. to midnight," said Blakey.



New agents are being coached on how to use Amtrak Guest Rewards software at the Philadelphia Contact Center.



On left: John O'Connor (standing, left) and Chris Cook (standing, right) from Chase Bank describe the benefits of the Amtrak Guest Rewards World MasterCard credit card to newly hired Amtrak Guest Rewards agents at a training session at the Riverside Contact Center.

each unique member is very neatly packaged for them," explained Senior Director of Loyalty Marketing and Customer

The new sites, better integration of Web content and bringing the call center in-house with expanded hours, are among the service improvements made based on customer research and input.

Amtrak Guest Rewards has evolved over the years, with significant milestones along the way. The initiation of Select and Select Plus membership tiers in 2002 and 2005 respectively, provide incremental point earning bonuses and special benefits to the very best members (each of whom have to re-earn their tier status each year). In 2006, Amtrak Guest Rewards for Business, a loyalty program for small businesses was launched. And in 2007, a partnership with Chase Bank led to the introduction of an Amtrak Guest Rewards World MasterCard credit card, which gives cardholders a chance to earn points on everyday purchases. ■

Amtrak Guest Rewards® TAKE TEN promotion Marks 10th Anniversary

You may see more Amtrak Guest Rewards® members traveling in the next couple months, because Amtrak Guest Rewards members earn double points on qualifying Amtrak travel from Oct. 1 through Dec. 14. Plus, when passengers "Take Ten" qualifying one-way trips on Amtrak during that period, they will also earn 10,000 bonus points.



Amtrak Represented on Corporation for Travel Promotion

The U.S. Department of Commerce last month appointed Chief Marketing Officer David Lim to represent Amtrak in the intercity passenger rail category on the board of directors of the Corporation for Travel Promotion, a newly established public-private partnership between the U.S. Government and the nation's travel and tourism industry.



David Lim

"Amtrak's seat at the table is a reflection of the importance of passenger rail to the nation's travel and tourism industry,"

said Lim. "As America's railroad, we have an opportunity to help lead changes in the industry, share our expertise and assist in strengthening the travel market."

Like tourism ministries in other countries, the CTP aims to strengthen the tourism sector of the U.S. economy and make it more globally competitive. In 2009, 55 million international visitors spent over \$120 billion in the United States.

Lim joins a board of 10 other travel and tourism industry leaders, representing different regions of the country, each with expertise in specific sectors of travel and tourism. The CTP will be funded through a fee paid by travelers to the U.S. and matching funds raised by the Corporation.

The board positions are selected by the Commerce Secretary in collaboration with the secretaries of State and Department of Homeland Security. ■

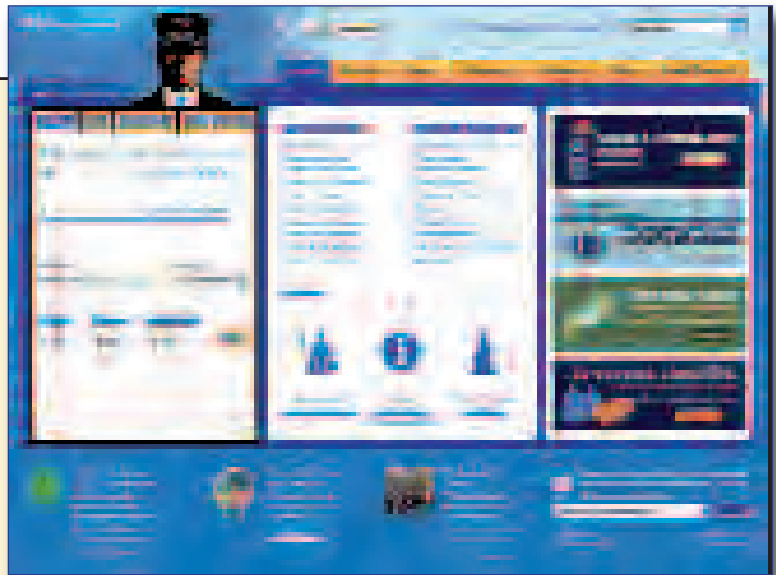
French-Canadian Site Broadens Amtrak.com Appeal

Voulez-vous trouver une gare? Amtrak.com now offers a French-Canadian version in an effort to attract a broader cross-section of domestic and international customers.

"We want to make Amtrak.com as accessible as possible," said Stephen Alexander, creative director. "Industry studies indicate that, when alternative language versions of a Web site are available, non-native English speakers feel more included and willing to use and purchase from that site."

The French-Canadian adaptation is the latest addition to the list of foreign-language versions of Amtrak.com, which includes Spanish and German.

Alexander added that Marketing evaluated the number of visitors from the top referring countries to determine which languages should be included. Spanish jumped out as an obvious choice due to high number of native Spanish speakers in the United States. Canada, the United Kingdom, Australia and Germany rounded out the top five countries.



Promotions in Motion

Amtrak's diverse partnership with the National Park Service includes the Trails & Rails program as well as a "Parks in Your Backyard" Web site. Another dimension to that partnership was created last month when a section of the Keystone Corridor between Philadelphia and Harrisburg was selected for inclusion in the National Park Service's National Underground

Railroad Network to Freedom.

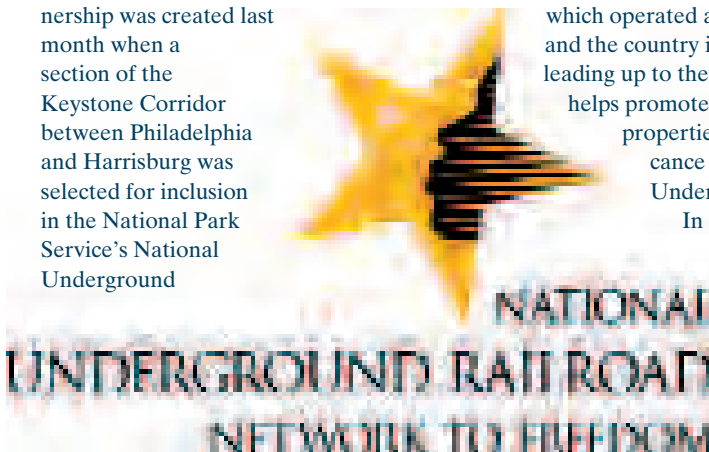
This designation is a reflection of the significant contribution the Keystone Corridor makes toward the understanding of the Underground Railroad, which operated across the region and the country in the period leading up to the Civil War. It also helps promote the marketing of properties that have significance to the

Underground Railroad.

In a related promotion, Amtrak is an official sponsor of the Pennsylvania Grand

Review, a commemoration of a November 1865 event held by residents of Harrisburg to honor the United States Colored Troops (U.S.C.T.) from 25 states who were not permitted to participate in the Grand Review of the Armies. The Grand Review was a military procession held May 23-24, 1865, in Washington, D.C., following the end of the Civil War.

Commemorative events include an exhibit at the Harrisburg 2010 History Center from Oct.15 through Dec. 11. A Nov. 4 -7 weekend of celebration includes a White Carnation Dinner on Friday, Nov. 5, and a Grand Review Parade on Nov. 6 in downtown Harrisburg. For more information, please visit www.visitpa.com/grandreview. ■



New ID Badges Coming This Fall

New "Smart ID" badges that will enhance security capabilities will be issued later this fall to all employees and contractors. New technologies built into the badges will allow the company to integrate them with existing and future systems to better ensure safety and security across Amtrak and its facilities.

The new Smart ID badges will be distributed on site throughout the system beginning in November. New photographs will not be required. Details as to when and where employees must pick up their new ID badge, along with answers to frequently asked questions, will be posted this month at facilities and on the intranet under "Police" → "Smart IDs."



High-Speed Rail

continued from page 5

transportation solution for the region, according to Boardman.

“We will provide connectivity to transit, buses and aviation with high-speed rail, and we will provide the mobility that we need to be globally competitive in the world that we’re facing right now,” Boardman told reporters at the 30th Street Station event.

In a *Special Employee Advisory* to employees, Boardman conveyed the importance of this plan to those not affiliated with the Northeast Corridor.

“Advancing Amtrak’s role as the preferred and premier provider of high-speed rail in America doesn’t start and end with the NEC. We are pursuing high-speed rail corridor development opportunities such as the projects in Florida and California in partnership with states and others in the industry,” he wrote.

Where would this track be built?

“We would need to build a dedicated, two-track infrastructure, 32 percent of which would parallel the current right-of-way,” explained Engel. “But it’s important to remember that this is a concept based on one of many potential configurations,” he said, noting that this initial plan is the basis for further study and review.



The next generation high-speed rail system would connect other modes of transportation and feature modern stations.

Engel is new to the Amtrak workforce, but he is not new to Amtrak or high-speed rail. Engel has more than 40 years of engineering and management experience in transportation, including locomotive engineering, and has been active in the high-speed rail and rail transportation industry during that period. He is considered an expert in high-speed rail circles, having dedicated 25 years to the development of high-speed rail projects, including the infrastructure preparation for the *Acela Express* service.

He officially joins Amtrak Oct. 18, after serving as the vice president and High-Speed Rail director at AECOM, a globally recognized technical and management con-

sulting firm. He was the founder, president and CEO of LS Transit Systems — which was later renamed SYSTRA Consulting and is affiliated with the French National Railway and Paris Metro. He also served as president and chief operating officer of Atlantic Track and Turnout Co., a steel product fabricator and distributor specializing in rail and track.

“A Vision for High-Speed Rail in the Northeast Corridor (NEC)” is posted on Amtrak.com and the Amtrak intranet. A condensed video of the 30th Street Station event on Sept. 28 can also be viewed on the Amtrak intranet, click on Multimedia under the “News” tab. ■

Safety Accomplishments Recognized

continued from page 13

and communicating about safety doesn’t just take place at the gang’s job briefings, it’s done in all work environments while working as a team.

Costanzo explained that examining at-risk behaviors to find opportunities for improvement requires each individual to think about the conditions they are working in, the exposures to injury, and the procedures in place to do the job.

What Costanzo describes are some of the tenets of Safe-2-Safer, only his group implemented this philosophy long before Safe-2-Safer came to be. “We think through the exposures of a job and aren’t afraid to help each other out,” he said.

“These outstanding numbers are truly a testament to the leadership within this gang and the makeup of each employee,” added Costanzo. ■



Employee Milestones

Congratulations to All of You!

20-Year Anniversary September 2010

ADDO, ADOTEY
Penn Station New York

BELCHER, LARRY
Perryville MIW Base

BURRIS, RICHARD
CNOC

CABELLO, JOHN
Los Angeles Offices

CARNEY, RICHARD
Boston South Station

CHAPIN, DANIEL
South Hampton St. Yard

DEWAR WHARWOOD, MERCEDES
Sunnyside Yard N.Y.

DOSHI, VIPUL
Corp. HQ, Wash., D.C.

FLINNER, SUE
Galesburg Station

KEFFER, CHARLES
Richmond Station

KELLY, MATTHEW
South Hampton St. Yard

KENNEDY, ROBERT
New Haven Station

KRHILA, STEPHEN
New Haven Mechanical Office

MALONE, KENNETH
South Hampton St. Yard

MCKENNA, THOMAS
Phila. 30th St. Station

PEVERARO, DANIEL
Penn Station New York

PHILLIPS, PAUL
Sunnyside Yard N.Y.

POWERS, DANNY
Sacramento Station

RUNELS, CHERYL
Mid-Atlantic
Reservation Sales
Contact Center

SHERMAN, FREDERICK
Providence Station

SIMMONS, ANDREA
Chicago Union Station

TAYLOR, EMMERSON
Raymond Plaza West

TWITTY, GARY
Sunnyside Yard N.Y.

WALDRON, JOHN
Conn Dot Commuter

WELLS, GAROLYN
Mid-Atlantic
Reservation Sales
Contact Center

WILLIAMS, SYLVIA
T&E Crew Base - El Paso

WILSON, RODNEY
Phila. 30th St. Station

25-Year Anniversary September 2010

BURCH, BRADFORD
Corp. HQ, Wash., D.C.

HAHN, RUSTY
Washington Crew Base

30-Year Anniversary September 2010

ALHADEFF, WAYNE
Los Angeles 8th St.
Coach Yard

ANOL, ARCADIO
Los Angeles 8th St.
Coach Yard

ARGENZIANO, THOMAS
W. Oakland Maint.
Facility

BARKER, MICHAEL
Beech Grove
Maintenance Facility

BERRY, CHARLOTTE
Corp. HQ, Wash., D.C.

CAUDILL, GARRY
Lancaster Station

CHAMBERS, RONALD
Bear Car Shop

COLEMAN, JUDY
Western Reservation
Sales Contact Center

CREMEN, MICHAEL
Lancaster C&S Repair
Shop

DALIEGE, PATRICIA
Chicago Union Station

DAMICO, LOUIS
Chicago
Mech.&Terminal Offices

GLASSING, ELMER
Phila. 30th St. Station

GRAVATT, ROBERT
Wilmington Shops

HAYDEN, DAVID
Wilmington Shops

JAROS, GARY
Bear Car Shop

JOHNSON, CARLOTTA
Corp. HQ, Wash., D.C.

JOHNSON, CARLTON
Sunnyside Yard N.Y.

KHAN, ABDUL
Bear Car Shop

KITCHEN, DEBORAH
Phila. 30th St. Station

LEE, THOMAS
Wilmington Shops

MACON, GEORGE
Beech Grove
Maintenance Facility

MITCHELL, STEVEN
Beech Grove
Maintenance Facility

NIEDELMAN, PHILIP
Phila. 30th St. Station

PERRY, BETTY
Chicago Offices

PINKHAM, WILLIAM
Philadelphia Coach Yard

PLATT-HALL, ELAINE
CNOC

PURDY, WILLIAM
Wilmington Station

RATLIFF, JAMES
Beech Grove
Maintenance Facility

SCHLOTTHAUER, JANET
Fullerton Station

SMITH, DWAIN
Beech Grove
Maintenance Facility

STURGIS, VALERIE
Phila. 30th St. Station

TERRELL, SUSIE
Chicago Union Station

THOMPSON, GARY
Perryville MIW Base

VALENTINO, ANTHONY
Hamden MOW Base

VAWTER, DAVID
Albuquerque T&E Crew
Base

VERNA, GEORGE
Phila. 30th St. Station

WALLACE, VINCENT
Phila. 30th St. Station

YALE, VINCENT
Phila. 30th St. Station

YARKA, ANNA
Chicago Offices

35-Year Anniversary July-August 2010

FANCHER, EDWARD
Raymond Plaza West

GALLAGHER, MICHAEL
Penn Station New York

HARRISON, TIMOTHY
Washington Union
Station

HECKETHORN, BARRY
Washington Union
Station

MADDOX, TIM
Chicago Crew Base

TAHAN, ALBERT
Raleigh Station

WOODS, STEVEN
Beech Grove
Maintenance Facility

Retirees August 2010

ACQUARO, WILLIAM
Springfield Station

AVILES, MONSERRATE
Chicago Crew Base

BELL, RUBEN
Chicago
Mech.&Terminal Offices

BIBLEHIMER, MICHAEL
Baltimore Station

BROUSSARD, JOANNE
Western Reservation
Sales Contact Center

BROWNING, ROBERT
Wilmington Shops



Employee Milestones

Congratulations to All of You!

BYFIELD, ALVIN
Miami Station

CANTY, LAWRENCE
Penn Station New York

CARLSON, DONNA
Lancaster Station

CHANG, CHENG-KUNG
Penn Station New York

CHESSIA, ROBERT
Boston South Station

CLANTON, SAUL
Wilmington Shops

CONRAD, RUSSELL
Bear Car Shop

DANEY, LADSON
Baltimore Station

DERUCHER, STEVEN
Syracuse Station

ELLIS, COLVIN
Rensselaer Station

FEIN, ROBERT
Sunnyside Yard N.Y.

GANNON, MICHAEL
Penn Station New York

GLASS, PETER
Albuquerque Station

GOLDBERG, JUDITH
Mid-Atlantic
Reservation Sales
Contact Center

**GOTREAUX,
RAYMOND**
Sanford Station

HEDMAN, PETER
Penn Station New York

HORNE, TOMMY
Deerfield Beach Station

HUNTER, AUDREY
Mid-Atlantic
Reservation Sales
Contact Center

JOHNSON, EVELYN
Penn Station New York

KIDDER, KATHRYN
Penn Station New York

KILBRIDE, JOHN
NW Base, New
Brunswick, N.J.

LEHMAN, BRENT
Cleveland Station

LILES, EDWIN
Raleigh Station

MATTSON, JOHN
Bear Car Shop

**MCCORMICK,
WILLIAM**
Phila. 30th St. Station

MCGINNISS, ARTHUR
Penn Station New York

MORSE, THOMAS
Springfield Station

OZINSKY, ALTON
Conn Dot Commuter

PISANI, FRANK
Bear Car Shop

POLLATSEK, OTTO
Penn Station New York

POWELL, WILLIE
Odenton MIW Base

RAIA, JOSEPH
Penn Station New York

ROBINSON, FRANK
Ivy City Maintenance
Facility

RODGERS, DAVID
Phila. 30th St. Station

**SAMPSON,
DELMORRIS**
Rensselaer Mech.
Facility

SCHMIDT, BARBARA
Mid-Atlantic
Reservation Sales
Contact Center

SHORT, STEPHEN
Beech Grove
Maintenance Facility

STELLER, RICHARD
Galesburg Station

STINEMAN, ROBERT
Phila. 30th St. Station

TROVINGER, ROBERT
Bear Car Shop

TWEDDLE, ALLEN
Wilmington Shops

VARNEY, LANCE
Salt Lake City Crew
Base

WOERNER, FRANCIS
Bear Car Shop

FY 10 Ridership

continued from page 4

in total carry an estimated 925,000 passengers every weekday.

Amtrak hit record-high ridership and ticket revenue in FY '08, with 28.7 million passengers and \$1.7 billion in ticket revenue. Last year, Amtrak closed the year with the second-highest number of passengers and ticket revenue in Amtrak's history, serving 27.1 million passengers and generating \$1.6 billion in ticket revenue. While it didn't beat the prior year, it was considered quite an achievement, given the recession and the downturn in the overall travel market. ■



A Sneak-Peek at What's Coming Soon!

There are three ways to get your 2011 40th Anniversary Commemorative Wall Calendar:

- Visit the Amtrak Online Store at: <http://amtrak.ai-store.com>
- Call 1-800-369-4257
- Mail your order to:

Staples Promotional Products
Attention: Amtrak Customer Service
Representative
1520 Albany Place, S.E.
Orange City, Iowa 51041

This year's calendar celebrates Amtrak's 40 Years of Service with photos from the first day of operation. Get your Amtrak collector's edition today.



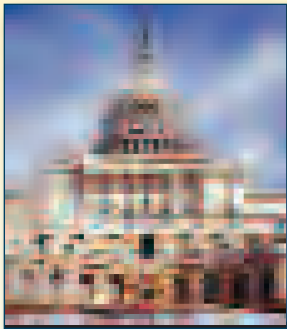
60 Massachusetts Avenue, N.E.
Washington, D.C. 20002

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Human Resources office.

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U.S. Postage
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Southern MD
Permit No. 305

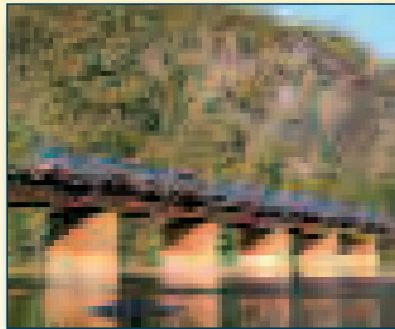
This Month In Amtrak History

OCTOBER



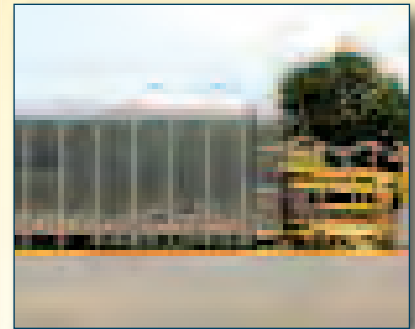
October 30, 1970

President Nixon signs the Rail Passenger Service Act, previously enacted by Congress, authorizing the formation of the National Railroad Passenger Corporation (then known as Railpax).



October 10, 1981

Capitol Limited begins operation between Washington and Chicago. The *Capitol Limited* continues to operate daily service between Washington and Chicago today, offering passengers spacious Superliner accommodations.



October 22, 2008

Amtrak celebrates 25th Anniversary of *Auto Train* Service. The *Auto Train* has carried passengers and their automobiles between two of the country's most popular tourist destinations — Washington, D.C. and Orlando, Fla.

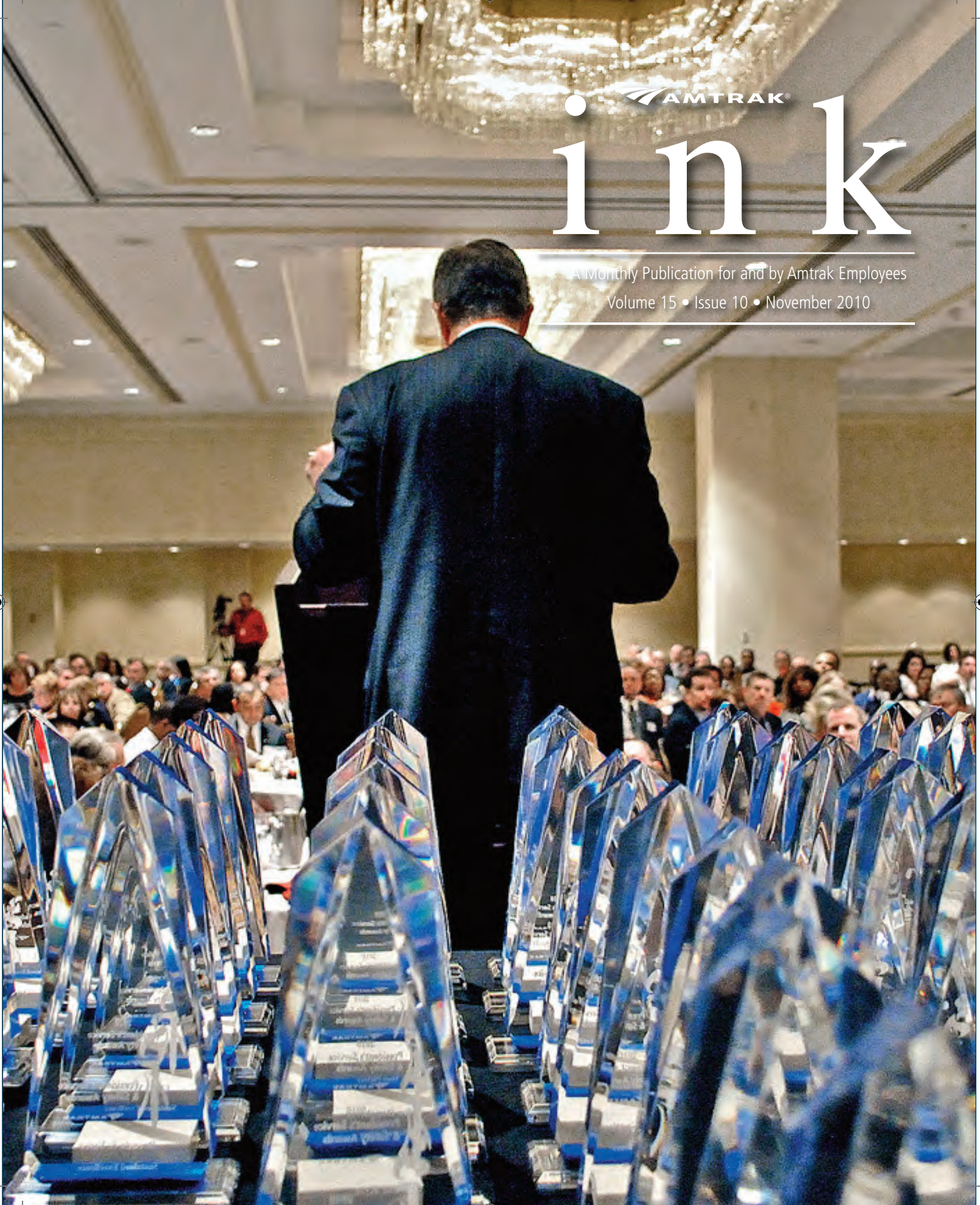




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A Monthly Publication for and by Amtrak Employees

Volume 15 • Issue 10 • November 2010





Vol. 15, Issue 10,
November 2010

On the Cover

President and CEO Joe Boardman speaks before President's Service and Safety Award winners and guests at a luncheon in Washington, D.C., on Nov. 3.

The ceremony honored the accomplishments of this year's dedicated winners.

Correction: *The story "Mechanical Responds to Summer Engine Problems" in the August-September issue of Amtrak Ink did not include mechanical technicians from Philadelphia when it listed mechanical staff who worked 12-hour shifts aboard certain Northeast Corridor trains to troubleshoot problem trains. We regret the oversight.*

FPO FSC Logo (Horizontal)

Train of Thought

This issue of *Amtrak Ink* is devoted to the work and dedication of the winners of the 2010 President's Service and Safety Awards. While the accomplishments of the 150 honorees range in scope and magnitude, the common threads are a passion for passenger rail and dedication to the job.

I had the opportunity to meet the award recipients when they came to D.C. from all over the country for an awards luncheon earlier this month. We celebrated the work of 141 employees from 10 departments and nine external State Partner award recipients.

I have to say that it was good to see so much pride about who we are in one room. And it wasn't arrogant pride, it was a reflection of employees' feeling good about what they do and what they contribute to the collective Amtrak.

We face challenges every day. While there may be some factors that are not in our control, we must have the confidence — and the humility — to take ownership of what we can control and make Amtrak greener, safer and healthier. That's what the award recipients, in one way or another, did.

Too often, I hear our own employees express low expectations of what we can

accomplish. We must stop thinking poorly of ourselves because we accomplish too much

on a daily basis and have too much yet to accomplish. I didn't hear any of that negativity at the luncheon, not solely because these were award winners, but because I believe that on an individual level, most of us know that we can take initiative to make Amtrak more competitive and dynamic.

The award winners represent the many other unsung employees who show dedication, innovation and a passion for service excellence. For those employees, I ask supervisors and peers across the system not to lose sight of the importance of recognizing good work when you see it — an encouraging word goes a long way.

Congratulations again to the PSSA winners!



Joseph H. Boardman

Amtrak Employee and Customer Communications

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Bear, Beech Grove Employees Add Equipment Capacity with Stimulus Funds

Editor's Note:

The following story is the first in a series about the mechanical services performed at Amtrak's facilities. This story is focused on the American Recovery and Reinvestment Act-funded work at the Bear and Beech Grove facilities.

Unveiled in the summer of 2009, Amfleet II Coach #25103 was the first of 81 cars scheduled to be restored and returned to revenue service, thanks to American Recovery and Reinvestment Act funds.

Since then, the stimulus-funded work of employees at the Bear, Del., and Beech Grove, Ind., facilities has helped support increased ridership — Amtrak just set its highest record on the books in FY '10 — service expansions and service improvements.

Examples of improved service include the two coaches that added a sixth car to the consist of the *Hiawatha Service*, and nine Amfleet I cars deployed to the Midwest late last year that helped boost ridership by adding capacity on trains like the *Wolverine* and *Lincoln Service*. On the long-distance services, equipment has improved cus-

tomers service — the *City of New Orleans* now operates with a Superliner Lounge in addition to the Cross-Country Café, and a full diner is expected to be restored on the *Capitol Limited* in December.

On a national scale, the stimulus funds helped invest in passenger rail while helping boost the national economy. From the Amtrak perspective, it supplemented scheduled work by helping restore equipment that was

and Beech Grove will have returned to revenue service 60 Amfleet cars from the Bear facility; and 20 Superliner cars, one car, plus 15 P-40 locomotives from Beech Grove.

By law, the stimulus-funded work is to be completed by Feb. 17, 2011. Amtrak is evaluating those projects that are at risk of not meeting the deadline and will be seeking approval for a waiver of the completion date for specific cases from the Federal Railroad Administration.



Engines 832 and 821 are the first of the 15 P-40s to be returned to service with stimulus funding.

wrecked or stored and helped retain and create jobs at the Bear and Beech Grove facilities.

Once the stimulus-funded programs are completed, mechanical forces at Bear

But as the ARRA work is completed in the coming months, Bear and Beech Grove will revert to a planned, but more limited, FY '11 capital overhaul schedule. The change is due to the nature of the

continued on the following page

continued from page 3

Mechanical production cycle, which affects the program work scopes. At press time, federal appropriations were enacted to fund Amtrak at the same level as FY '10 under a Continuing Resolution that is slated to expire on Dec. 3.

“The balance we’re trying to maintain is the completion of ARRA work, and the reality of the timing and amount of our federal appropriation, with our desire to provide excellent mechanical service as investment in passenger rail grows,” said Chief Mechanical Officer Mario Bergeron.

In late October, Joe Boardman, Bergeron and other senior management met with shop craft union general chairmen to discuss how to collaborate to better promote Amtrak’s mechanical service — and win competitive bids — to generate more mechanical work. One example of that kind of opportunity is the truck work currently being done for GE/Metro North at Beech Grove.

“We need to separate ‘union business’ from ‘the business’ so that we can focus on doing the right thing for our mechanical facilities in the long run,” said Gary Maslanka, Transport Workers Union of America, Railroad Division director.



Bear maintenance facility employees work on an Amfleet car. The work being done by employees at the facility will result in returning 60 Amfleet cars to revenue service.

“We must come together on our mutual interest in growing the mechanical services side of the business in this increasingly competitive environment,” added International Association of Machinists and Aerospace Workers General Chairman Mike Hill.

The discussion at the meeting centered on the importance of management and Amtrak unions working collaboratively to make Amtrak more competitive, while acknowledging that some business opportunities take time to develop and produce results.

“There are some things that are not within our control, but what we can do is work together to more aggressively pursue opportunities to sell our mechanical services and make Amtrak more competitive,” said President and CEO Joe Boardman. ■

Patience and Luck Result in Huge Win

What does it feel like to become a millionaire overnight? To find out, ask the group of 15 employees and retirees from the Beech Grove Maintenance Facility, who together won a \$34.5 million jackpot in the Hoosier Lotto on Oct. 30 — the third largest prize in the game’s history.

The group has been contributing \$4 per person each week to buy lottery tickets for the last six years. Congratulations to each one of you on your good fortune!

New Locomotives to Improve Service, Create Jobs

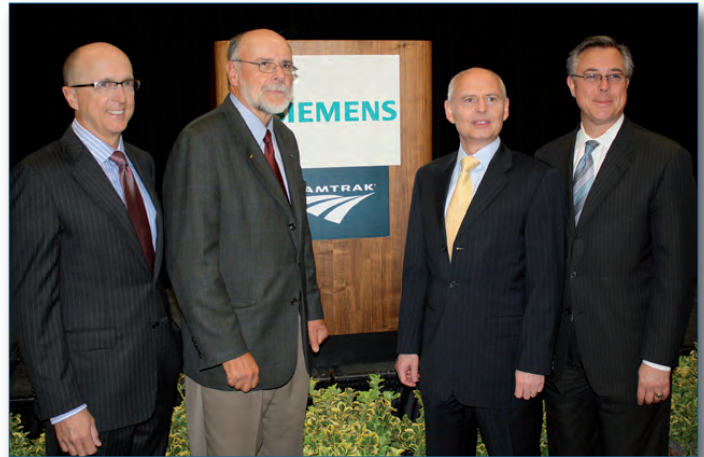
On Oct. 28, Amtrak announced its \$466 million purchase of 70 new electric locomotives from Siemens, a move that will enable the company to provide better service to passengers throughout the Northeast and make employees' jobs easier. The first new locomotive is expected to join the active fleet in February 2013.

The locomotives will replace 64 older locomotives in the current electric fleet, including 20 DC AEM-7s, 29 AC AEM-7s and 15 HHP-8s. The additional units will be put toward service expansions.

"Over the next nine months we will meet with Siemens more than 60 times to ensure that Amtrak's requirements are met early on in the design phase," according to Bill Durham program director, Mechanical.

The newer, bigger fleet will also create a safer, greener, healthier Amtrak. The new locomotives will be safer thanks to anti-climbing technology and push-back couplers that will help keep the train upright and on the tracks in the event of a collision. The regenerative braking system in the units will return electricity to the power grid, protecting the environment.

The locomotive acquisition is the second major equipment purchase of the year. In July, Amtrak made a deal to buy 130 new long-distance rail cars from CAF USA. Both deals are part of the company's 30-year plan to completely renew its entire rolling



Siemens Industry CEO Daryl Dulaney, Amtrak Board Chairman Thomas Carper, Siemens Mobility President Oliver Hauck and Federal Railroad Administration Administrator Joseph Szabo gather after Amtrak's announcement to award Siemens a \$466 million contract for 70 new electric locomotives.

stock fleet. Amtrak's purchases are expected to lead to a combined 825 jobs in four states as manufacturers add staff to complete the work and help boost the national economy.

"Part of the responsibility of leadership is to ensure that the men and women meeting our mission have the tools they need to do the mission well," said President and CEO Joe Boardman in a letter to employees announcing the purchase. "Not only does aging and problematic equipment hurt our ability to deliver good service, but I know it also takes a toll on our crews."

The new long-distance cars, which include 25 sleepers, 25 diners and 25 baggage/dorm cars are intended primarily for operation in the Eastern long-distance routes, while 55 baggage cars will serve routes across the country. They will replace and supplement the existing fleet, allowing Amtrak to retire most of its oldest cars, which have been in service for over 60 years. The first car is scheduled to be delivered in October 2012.

"With a project kick-off date of Sept. 7, the Amtrak-CAF USA Project Team is working smoothly. We have just begun the design review process, which is expected to last many months," according to Dick Bruss, program director, Mechanical.

Boardman also explained that both equipment purchases will not just replace older equipment, but will also expand the fleet, allowing Amtrak to better meet national transportation needs. ■



Artist's rendering of the new Amtrak locomotive to be manufactured by Siemens.



2010 President's Service & Safety Awards Recipients

Amtrak paid tribute to its extraordinary and dedicated employees at a President's Service and Safety Awards ceremonies on Nov. 3. Congratulations to all of the employees honored!

ACHIEVEMENT

Annette M. Westall

Train Attendant, Transportation, Lorton, Va.

Annette Westall is a Train Attendant on the *Auto Train* out of Lorton where she has worked for some 21 years. Annette's first concern is always for the safety of the customers and her co-workers.

Annette's number one priority is to operate safely and to be as efficient as possible, and she has consistently gone beyond the scope of her job to provide tangible results. In this spirit, Annette grew concerned about a safety issue with the door latch fixture on the *Auto Train's* accessible room doors. The old design allowed the door to roll back and forth and suddenly slam shut while the train was in motion. Passengers could potentially hurt their hands and fingers while crew members carrying dinner trays were caught off guard. Operations Supervisor Larry Vollten states that "after thousands of opening and closings of the door, the holding device failed. Annette had enough of dealing with that danger to the passengers and crews trip-in and trip-out and devised a simple but efficient solution."

Annette corrected the door latch situation by pursuing the correct people with the right tools and know-how. She took the initiative on this important safety matter and followed through on a simple design for an improved door latch fixture that holds open the impaired access room door while the train is in motion.

William R. White, IV

Car Repairman, Mechanical, Bear, Del.

William "Bub" White joined Amtrak as a Laborer in 1990, and then became a Carman Apprentice until he finally moved to his present position as a Car Repairman.

Bub is known to be an "idea guy" and a "perfectionist." His supervisors describe him as one of "the best we have." He is constantly looking for ways to improve operations and utilize all of the company's internal resources. Bub recently devised a creative concept to modify and reuse existing parts for Amtrak's planned conversion of 20 food service cars into much-needed coaches. This thinking eliminated the need for Amtrak to outsource modifications and saved valuable project time and money. Bub never cuts corners or takes unnecessary risks at the expense of productivity. He is an articulate planner, communicates with all those he is associated with, does things right the first time, and is an exemplary mentor and role model. When everyone else says it cannot be done, Bub goes the extra mile and gets it done!

William White exhibits a willingness to teach less-experienced co-workers as well as assist others when projects must be completed. He has worked at the Bear Car Shops for 20 years and has always performed his duties while demonstrating a desire to get work done as efficiently and cost effectively as possible.

ACHIEVEMENT TEAM

Duane Hartley

Carman-Welder, Mechanical, Beech Grove, Ind.

Wayne L. Ott

Foreman II, Mechanical, Beech Grove, Ind.

Duane Hartley, a Carman-Welder working in Coach Shop II, and Wayne L. Ott, Foreman II, designed and implemented an adaptation of the Superliner II Coach ADA access door for use in a Superliner I Coach.

From initial conception to completion, Duane and Wayne brought ADA compliance to old Superliner I Coaches to ensure the access for, and the safety of, passengers with special needs. In order to return the cars to service, the team developed an engineering process for the bracketree that allows the Superliner II ADA door to fit a Superliner I coach. The duo saved the company countless hours of design labor and the resulting prototype will be used for ADA compliance on future Superliner I upgrades.

Drawing out the solution and producing a materials list, Duane and Wayne completed an essential project that makes ADA compliance for the Superliner I units achievable in a consistent manner. Their engineering solution allows passengers to safely access the lower level of the coach for seating.

Duane Hartley and Wayne L. Ott are an example to fellow employees. Colleague Dwayne Watson states: "Wayne is excellent, he is hard-working and conscientious. He regularly works with no supervision — he is that good." Tim Nolan adds that "Duane is

a most valuable employee and has worked for me for over 12 years. His personal job performance is excellent and his commitment to his duties surpasses the scope of his job."

José A. Cruz

Carman Lead, Mechanical, Sanford, Fla.

Thomas C. "Tom" Lyman

Carman, Mechanical, Sanford, Fla.

José Cruz and Thomas "Tom" Lyman are two Carman who think outside of the box, offer suggestions, and follow through on their ideas. José began his employment with Amtrak in June 1980, and Tom joined Amtrak in 1984. These gentlemen are excellent workers — perfectionists — who are very reliable, respectable, and have a work ethic that is second to none. "They go above and beyond ... all the time," states Gary Esposito, Assistant Superintendent.

In 2009, José and Tom took the initiative to design, build, and prepare the schematics for the installation of seat trays for the bulkhead seats on both levels of a Superliner II Coach. They listened to the *Auto Train* On-Board Services personnel's concerns about safety issues and the lack of retractable tables for customers in the bulkhead seats. Knowing the time had come to put an end to the temporary tables installed by on-board personnel, the duo subsequently designed a solution to the problem, built a prototype from parts of seats that were not being used, and provided the method of installation.

Their achievement allows all Amtrak customers to have a tray table readily available at their seats, and the new feature greatly increased customer satisfaction while decreasing customer complaints. Julie Byrne, Operations Supervisor for the *Auto Train* says that "their solution was so logical that it was hardly even noticed by our customers ... it just looked as if the tray tables had always been there." The seat tray prototype has been so well received that these modifications might soon be seen on Amtrak's other long-distance trains.

DIVERSITY CHAMPION

Donald R. "Don" Skinner

Program Manager-Baggage/Package Express, Operations – Customer Service/Stations, Washington, D.C.

Donald R. "Don" Skinner is a 30-year Amtrak employee. An outstanding Business Diversity advocate, Don has helped the Procurement department promote contracts to diverse vendors and contracting agents. His efforts provide the opportunities for disadvantaged businesses to compete for material and product contracts. Don designed an Amtrak program that permits the use of 25 percent of a spending goal on diverse suppliers, and he was able to reach 73 percent utilization of contracts to diverse suppliers in the procurement of 184 platform signs.

Colleagues point out that Don always makes sure that contracting agents in the pursuit of materials and products know the full range of vendor options. He often refers smaller firms to the Supplier Diversity Office, which allows them to make contacts with Amtrak. For the station signage project, three minority and small business vendors were given the opportunity to bid on \$2 million dollars in contracts; the result was an award of \$1,725,265 in contracts to those same vendors.

In my 22 years in previous positions within Diversity, "I have never seen an individual as committed in promoting diversity and giving minority businesses a fair shake," says Patsy Abraham.

MARSCC Diversity Committee

Throughout 2009, the Mid-Atlantic Reservation Sales Contact Center Diversity Committee demonstrated an appreciation for diversity and cultural understanding. The Philadelphia Contact Center is always busy, as employees communicate with customers through the Internet and by telephone. The MARSCC Diversity Committee contributes tremendously to the work environment by fostering a spirit of diversity in all of the employees.

When asked about the efforts of the MARSCC Diversity Committee, Contact Center employees often describe the wonderful displays that go up throughout the year and the descriptive e-mails that illustrate various world and national cultures. The valuable information helps the staff to better understand one another as well as the needs of Amtrak's diverse customers. The Diversity Committee diligently examines new perspectives on diversity and develops innovative ways to communicate its findings to fellow employees. The staff of the Contact Center understands that Amtrak promotes equal opportunity

to all of its employees and does its best to address the needs of disabled employees and customers.

The exploration of diversity has gone beyond the more traditional bulletin board displays to include mini bazaars that tangibly demonstrate cultural differences in everyday items such as jewelry and crafts.

MARSCC Diversity Committee Members

Ann M. Adams, Team Leader

Eleanor Gravely, Team Leader

Michael W. Greeley, Reservation Sales Team Leader

Linda M. Hinds, Customer Service Representative

Milagrosa "Millie" Martinez, Supervisor, Call Center

Doris Moon, Supervisor, Call Center

Frances "Fran" Sullivan-Pietrykowski, Team Leader

George Vogel, Reservation Team Leader

Kim M. Wright, Reservation Sales Supervisor

ENVIRONMENTAL ACHIEVEMENT

Michael S. Lucero

Ticket Clerk, Passenger Services, San Joaquin Valley, Calif.

Michael "Mike" Lucero, known to his co-workers as "Michael Recycle," started his career with Amtrak on November 10, 1980, as a Ticket Clerk and has dedicated 30 years to this position.

Mike developed a program to inventory the recycling needs of all San Joaquin and Salinas Valley stations. District Manager for Stations Cindy Camara notes that he then provided each station with internal recycling cans and pertinent information about how to organize various recyclables such as glass, metal, paper and even personal items such as eye glasses and cell phones. "Recycling can be an uphill battle, but Mike is undaunted, and his dedication is infectious and encourages me to continue the good fight for a greener Amtrak," says Bay District Environmental Coordinator Kristine Moy. Mike's efforts have even been recognized by the city of San Jose.

Camara believes that through his actions, Mike sets a good example to others about recycling program expectations. He writes a monthly column for the department's local employee newsletter, appropriately called "Michael Recycle Says." Mike reports on the amount of recycled materials he collects at the Fresno location, gives recycling hints, and encourages his co-workers to embrace recycling. Mike is so dedicated to his task that he educated himself about the recycling process by touring facilities in Fresno and the world-renowned Marin Recycling Center in nearby Marin County.

PROJECT EXCELLENCE

William J. Coleman

Senior Director, Procurement and Materials Management, Philadelphia, Pa.

William J. "Bill" Coleman began his Amtrak career in March 1979 as a Senior Buyer, followed by positions such as Senior Contracts Administrator, Manager Purchasing Commissary, Manager Subcontract Administrator and Senior Contracting Agent. Bill was well prepared to take on the monumental job of Senior Director of Procurement along with the many arduous projects associated with the extensive American Recovery and Reinvestment Act (ARRA). The ARRA-implemented tasks which Bill has orchestrated will ultimately improve train operations, reliability, safety, and employee morale, while also reducing energy costs and creating jobs.

A complex project calls for a complex thinker and gifted decision maker such as Bill; he is like a wind tunnel in regards to the speed in which he accomplishes his work. As the principal procurement representative assigned to the ARRA stimulus package project, it is his responsibility to supervise subcontractors throughout the life of the project components. Bill must oversee the interests of the internal stakeholders while remaining aware of the tight limitations placed on how the stimulus funds may be used. His experience in understanding contract requirements is valued immensely and prevents inflated project bids from going unnoticed. Bill has become the architect of this multi-layered project by controlling its many facets with grace and style.

Walter C. Foura

Senior Project Officer, Engineering, Baltimore, Md.

Walter C. "Walt" Foura began his outstanding Amtrak career in 1976 as an Electric Traction Lineman in the Engineering department. Walt moved through the ranks of the Electric Traction department as Foreman, Supervisor, and Senior Engineer. In January 2008 Walt was promoted to his current position as Senior Project Officer.

During his many years in the Electric Traction department, Walt gained the invaluable experience necessary for his role in managing ET jobs. As Project Manager, he is responsible for the overall administration of projects including planning, design, budgeting, scheduling, and completion. A recent major task involved the replacement of a 75-year-old deteriorating 138 KV oilstastic cable. When the transmission line was first installed through a tunnel, it was encased in an oil-filled cable that cooled the wire. This

antiquated, environmentally detrimental oilstastic cable was replaced by new, state-of-the-art cables that dissipate heat, thereby removing the need for the circulating oil.

Walt's vast ET background, coupled with his leadership and organizational skills, was crucial to the successful administration of this very dangerous, extraordinarily complex project. Noting Walt's dedication to his job, ARASA Supervisor Joe Rupp says, "Walt will take the helm and make sure projects stay on course." To his credit, Walt managed this project seamlessly by bringing it to early completion and under budget with minimal delays and superior results.

Mark J. Long, Jr.

Senior Systems Engineer – IAM Team, Information Technology Department, Philadelphia, Pa.

Mark J. Long began his career with Amtrak on November 16, 2006, as a Senior System Administrator in the Engineering department. In 2008, Mark transferred to the Information Technology Department as the Senior Systems Engineer.

Mark is the Technical Lead for the Identity and Access Management (IAM) solution at Amtrak that administers the identity and access for over 20,000 Amtrak employees and contractors. It is integrated with Human Resource's SAP system and provides provisioning of accounts as well as access for SAP, eTrax and the Badging System (Access Control System). The roll-out of this solution provides easy-to-manage account identity and access for key systems, SAP and eTrax, as well as Single Sign On (SSO) for each.

A centralized IAM solution has the ability to create cost savings by eliminating the need to maintain separate identity and role-based solutions for various systems. It provides a way to move users into various groups and maintains real-time updates for recruiting and on-boarding staff, as well as real-time updates for disabling accounts — a key security component. Mark was critical in ensuring that IAM resources performed work on time and according to the schedule to help ensure the project met all crucial timelines. Joseph Malfesi, Chief, Technology Operations, says, "Mark is an excellent employee, has excellent technical knowledge and an extremely strong work ethic — he does whatever it takes."

ARRA Reporting Team

Finance, Washington, D.C.

Mark R. Donovan

Senior Director, Finance, Washington, D.C.

Michael H. Dowd

Senior Finance Analyst, Finance, Washington, D.C.

Mark R. Donovan has been a Senior Director in Finance since he joined the company in 2007. Michael H. "Mike" Dowd began his Amtrak career in 2008 as a Senior Financial Analyst. While their combined tenure is only five short years, their contributions will impact the company for decades to come.

In 2009, Mark and Mike prepared documents that helped Amtrak acquire approximately \$1.3 billion in American Recovery and Reinvestment Act (ARRA) funding that has helped the company accelerate capital programs and make major investments in rail security.

They did a phenomenal job of securing the funding and went above and beyond the scope of the project in setting up policy and procedures to comply with the conditions of ARRA. Mark and Mike are also applauded for their keen oversight of the grant dollars, flexibility in adapting to frequently changing federal guidelines, and ability to shepherd more than 200 stimulus projects through the Executive Committee, the Board of Directors and the Federal Railroad Administration.

The ARRA funding is monitored by the U.S. Department of Transportation, Office of Management and Budget, federalreporting.gov, and the U.S. House of Representatives Committee on Transportation and Infrastructure. Each entity issued different guidelines, and Mark and Mike produced reports that satisfied all of those involved. They accomplished this rapidly and with a level of detail and organization that fulfilled all governmental requirements regarding the transparent use of funds.

Disney's Christmas Carol Train Tour Team

Marketing and System Operations

The Disney's Christmas Carol Train Tour Team organized a 40-city, six-month promotional tour that generated more than \$8 million in earned media and provided great exposure for Amtrak between May and November 2009.

The Disney's Christmas Carol Train Tour was a special movie tie-in project, and an enormous undertaking that involved a very detail-oriented customer. The four-person team was persistent, dedicated and hard working throughout the six month tour, and devoted many late nights, early mornings, and weekends to ensure success. John Mensching, Disney Director, Production Management—Special Events, comments, "This is a well-deserved award. Amtrak was a great partner. They were very dedicated to the project, put in long hours and were available anytime of the day." In addition, Nicole Rivelli, Disney Supervisor - Special Events, says, "The routing for the tour was perfect — it was a great team to work with. They were very persistent in working with other railroad companies and state partners to ensure Disney got what they wanted in regards to station stops."

A complex logistical operation and consumer promotion, the Disney's Christmas Carol Train Tour delivered the highest earned media value in Amtrak's history. The team's goal was for the company to generate at least \$4 million in earned media value and the campaign actually exceeded the goal by 100 percent. Across the country, close to 700,000 people lined up to see the event; in one location alone there were close to 20,000 attendees in one day, many of whom stood in line until midnight.

Disney's Christmas Carol Train Tour Team Members

Donald E. Cushine, Senior Director System Operations Support
Teresa C. Hughey, Director of Charter and Group Services
Gail B. Reisman, Senior Director National Advertising and Marketing Programs
Michele E. White, Director of Sports and Entertainment Marketing

Payment Card Industry Data Security Standards (PCI-DDS) Team

Information Technology and Finance, Washington, D.C.

The three members of the Payment Card Industry-Data Security Standards (PCI-DSS) team were responsible for bringing Amtrak into compliance with new credit card regulations regarding payment card security.

Amtrak was elevated to a "Level 1 Merchant" by credit card companies in 2009 based on the quantity of debit card and credit card payments that it accepts each year for passenger tickets, and food and beverage services. With the expectation that new requirements would be imposed with Level 1 status, a cross-organizational team was formed in 2008 that identified areas of PCI-DSS requiring remediation.

The team members established a project with to become PCI-DSS compliant and to pass Level 1 Certification in 2009. After an investigation, the team determined that Amtrak had to implement a number of new technologies and technical fixes, policy-related enhancements, and administrative changes to address over 200 issues. On October 26, 2009, Amtrak successfully obtained Level 1 Certification from Trustwave, a qualified third-party assessment vendor that is responsible for performing PCI Compliance Certifications.

Payment Card Industry Data Security Standards (PCI-DSS) Team Members

Ronald R. "Ron" Baklarz, Chief Information Security Officer
Franklin C. "Frank" King, Director of Information Security
Janet R. Langenderfer, Senior Director, Credit Cards, Treasurer's Department, Finance

Police Information Management Systems (PIMS) Project Team

Amtrak Police Department – Nationwide

The Police Information Management System (PIMS), the nerve center of the Amtrak Police Department (APD), went live after several years of hard work and dedicated service by the team members.

Assistant Chief of Amtrak Police Lisa Shahade notes that the team dedicated countless hours of time both on and off duty to ensure that this \$4 million project was successfully launched. It was completed ahead of time and came in under budget by nearly \$1 million. The task was clearly defined by a contracted schedule to develop and implement a system by which the APD could move into the future with a high-tech, state-of-the-art computer system, and the operational benefits would increase officer safety through the availability of enhanced data retrieval.

This project not only met, but exceeded, all expectations. Key enhancements include a redefinition of operational procedures (Dispatch & Police); complete call processing from receipt of call to written report; enhanced decision-making based on real-time statistical reports; reduced call processing and dispatch time; and increased officer safety through the availability of enhanced data retrieval. The PIMS Project Team also left room for future growth in state of the art technology such as mobile data terminals such as Blackberry and PDA devices for inputting information.

PIMS Project Team Members

William R. Bessette, Sergeant
Daniel L. Campbell, Contractor/System Administrator
Clifford A. Cordani, Captain
William J. Foster, Sergeant
Ronald K. Gontkof, Detective
Michelle A. Jennings, Administrator IMS Applications
Felix L. Perez, Inspector
Brian P. Ravert, Captain
Lisa A. Shahade, Assistant Chief
Albert R. Winterbottom, Lt. (Retired)

2010 CHARLES LUNA SAFETY ACHIEVEMENT AWARD

Generation 2 Transfer Bridge Team

The G2 Transfer Bridge Team was composed of seven dedicated employees who demonstrated a significant role in improving customer and employee safety.

Previously, the standard procedure for a train-to-train transfer between conventional equipment was to have passengers make a significant step (sometimes a jump down) onto the ballast and then climb aboard another train on neighboring track. This had to be accomplished while making sure passengers didn't touch both trains at the same time in order to avoid an electric shock. This process was time consuming, came with a high risk for injury due to traversing unstable ballast, and was sometimes embarrassing for passengers and crew that literally had to be pushed up onto the rescue train.

After experiencing train-to-train transfers as a passenger two days in a row, Solomon Carey Jr. identified a better way to complete this process and raised the issue with his supervisor, Denise Labencki-Fullmer. His idea centered on the predecessor G1 Transfer Bridge that was developed for *Acela* trainsets.

A team consisting of Carey and his colleagues, including Richard Gadbois (who had experience with the development of the G1 transfer bridge), brought the idea to fruition. From cradle to grave, the project took approximately one year to complete, and on October 9, 2009 the first train-to-train transfer with a G2 bridge occurred. The G2 was assembled in two minutes, and the transfer was completed within 15 minutes. Besides Amtrak, NJT and MARC have also used the G2 Transfer Bridge and have expressed interest in it. Kate Warr, Amtrak Customer Advisory Committee administrator, rides on the Northeast Corridor about once a week, and personally experienced a transfer using the G2 bridge after a trespasser strike that caused her train to be annulled. She was amazed at how quickly the transfer took place, and commented on how orderly, safe and easy the process was.

Generation 2 Transfer Bridge Team Members

Solomon J. Carey, Jr., Program Manager, OBS Operations
Richard P. Gadbois, Regional Safety Officer
Phyllis F. Gadson-Boykins, Trainmaster
Gregory J. Marzili, CAD Engineer
Michael F. Pollick, Safety Director
Joseph Blair Slaughter, Manager, Vehicle Industrial Design
Lawrence M. Tkachenko, Conductor (Retired)

SAFETY ACHIEVEMENT

Juan J. Bernal

Mechanical Foreman III, Mechanical, San Antonio, Texas

Juan J. Bernal started his career with Amtrak on October 6, 1997. He first worked in the Southwest Division Mechanical department in the Carman Journeyman Division, and is presently a Mechanical Foreman III in San Antonio.

Trainmaster Ginger Brown recalls that John has demonstrated an unwavering commitment to passenger and employee safety throughout his years at San Antonio. He is an active member of the Amtrak Texas Safety Committee and has made significant contributions to the culture of safety in the area under his supervision. In this volunteer position, John posts safety alerts in the Mechanical department and attends to safety promotions, compliance with safety gear, posting of the day's safety rules, and general observational walks around the work area. John also holds safety briefings with not only his direct reports but also with mechanical personnel, conductors and engineers.

Many of the Safety Committee's improvement initiatives were carried out after hours on John's personal time. According to those who know him well, he has made safety his mission, contributing tireless off-duty hours to improving the area around the San Antonio station.

Joseph F. MacDougall

Mechanical Foreman III, Mechanical, San Antonio, Texas

Joseph "Joe" MacDougall began his career with Amtrak in 1992. He has held various positions such as Unassigned Clerk, Ticket Clerk, Unassigned Extra Board and presently, Ticket Clerk.

Joe began his term on the Bay District Safety Committee in February 2009 by inventorying and then repairing all safety deficiencies in the San Joaquin Valley, from baggage cart/trailer inspections to office furniture and general safety concerns.

PAD Agent Clark Bergrun says, "Joe has a natural ability to foresee and prevent any potential safety issues. His diplomacy and charisma make his interactions with co-workers and management beneficial to all." Assistant Superintendent Anthony Chapa gives Joe credit for ensuring that the station vehicles are more visible by adding additional flashing lights and reflective tape. Chapa recounts, "During station walkabouts, Joe discovered that 80 percent of the automatic doors at the stations did not have a func-

tioning emergency stop mechanism. His safety awareness allowed us to resolve this safety hazard and thus avoided any potential injuries to staff and passengers.”

Mid-Atlantic Safe-2-Safer Administrative Committee

The members of the Mid-Atlantic Safe-2-Safer Administrative Team are Patricia A. “Pat” Baylor, Florence “Pat” Graham and Deborah “Debbie” Benham. Pat Baylor was hired in 1984 as a Supervisor and progressed to Crew Base Supervisor, Product Line Supervisor, and Supervisor of the *Auto Train* before becoming an OBS Manager in 2009. Pat Graham was hired in 1985 as a Secretary. She became an Administrative Assistant in 1998 and Administrator in the Mechanical department in 2003. Debbie Benham was hired in 1999 as a Red Cap. She worked as a Ticket Clerk for several years before becoming District Manager, Stations in 2007.

In 2009, Amtrak launched Safe-2-Safer, a program that supports a behavioral bottom-up approach to safety. The launch of this new initiative required countless hours of manpower, meetings, and administrative and logistical support. Pat Baylor, Pat Graham and Debbie were hand-picked to assist the Steering Committee in scheduling training sessions, giving order to the action plans, task lists and the countless details involved in getting the project off the ground. Vice President of Transportation Richard Phelps recounts, “These women went above and beyond the call of duty to ensure that the Steering Committee had all the logistics in place for successful meetings... they have been instrumental in the success of the rollout of Safe-2-Safer in the Mid-Atlantic Division.”

They undertook the tasks associated with this new initiative while still maintaining their otherwise demanding jobs. With their assistance, the Mid-Atlantic delved first into Safe-2-Safer, set the tone for the other divisions and helped move forward one of the largest initiatives in Amtrak history.

Mid-Atlantic Safe-2-Safer Administrative Committee Members

Patricia A. “Pat” Baylor, Manager, On-board Services

Florence “Pat” Graham, Mechanical Administrator

Deborah D. Benham, District Manager, Stations

SAFETY COMMITTEE OF THE YEAR

Empire District – New York State

Amtrak’s Empire Safety Committee demonstrates a continuous and genuine effort to improve the safety environment for every employee and passenger under its watch.

The Empire Safety Committee is a well-seasoned working group of 12 employees with several of its members having consistently served on the committee anywhere between three and 10 years. In 2009, the team marked significant improvements in its communications, by improving access to e-mail, providing phone and cell phone contact information to district employees, and establishing territory-wide distribution of its monthly safety theme pamphlet. The committee also initiated an outreach effort to CSX officials and DOT representatives to ask for regular participation on the Empire Safety Committee. These efforts resulted in the group’s ability to react proactively and efficiently to employee safety concerns throughout the district. Collective efforts, hard work and months of planning throughout 2009 produced the most successful employee Safety Fair ever. The committee used input obtained from fellow employees about the previous year’s fair to improve the 2009 event; the success of the safety fair demonstrates how the Empire Safety Committee consistently accepts and analyzes input and comments to produce significant improvements in employee and customer safety.

The committee publishes monthly theme flyers that cover a full range of safety program compliance matters, and are used in daily job briefings, safety meetings, or quarterly contact meetings with employees to raise safety awareness. The information presented is also invaluable in influencing fellow workers about the significance of the committee’s work and the importance of collective safety efforts that focus on individual responsibility and knowledge.

Empire Safety Committee Members

David J. Batzold, Foreman II

Michael R. Burns, Division Engineer

Kevin M. Chittenden, Assistant Superintendent

Thomas D. Connolly, Asst. Superintendent Terminal Operations

Todd C. Hart, Passenger Engineer

Virginia L. (Ginny) Hunter, Clerk Typist/Stat Clerk

Donald S. Muscat, District Manager Stations

Howard G. Noll, District Manager Station

Andrew Pellettieri, Station Manager Special Duty

James J. Slowey, Foreman II

James P. Twyman, Passenger Conductor

Catherine A. Welch, PE Chief Clerk

STATE PARTNER

Robert Eaton

Mayor of Leavenworth, Wash.

Robert Eaton has been a citizen of Leavenworth, Washington, for 14 years. He was elected as Leavenworth’s mayor in 2008 after having served on the city council for six years; he was also Mayor Pro-Tem in 2007.

As a member of the Leavenworth City Council, Robert served on the finance, economic development, and parks sub-committees. He also served as chair of the City Council Parks Committee and the regional Recreation Area Board. During that time he began working with Amtrak and BNSF Railway to restore daily passenger service to Leavenworth.

Many years of his tireless dedication and perseverance went into the restoration of train service to Leavenworth, a city that had not claimed passenger rail service in more than half a century. Due to his efforts, a station was built and the *Empire Builder* has been making daily stops in both directions at the small, yet popular Bavarian-themed tourist city since September 25, 2009.

The Leavenworth stop, referred to as “Icicle Station,” consists of an ADA compliant platform and shelter. In August 2010, the new station was recognized by the Washington Department of Transportation for its positive impact on the community and as a prime example of what can result from the deft coordination of complex agreements between Amtrak, BNSF, and municipal government.

Kevin Page

Chief of Rail Transportation, Department of Rail and Public Transportation (DRPT), Richmond, Va.

Kevin Page, Chief of Rail Transportation for the Virginia Department of Rail and Public Transportation (DRPT), is the kind of person you want in your corner, whether that is the Commonwealth and its citizens, or Amtrak and its passengers. His energy, passion and knowledge of both the rail industry and the internal workings of the state were a key reason Amtrak received a grant for a three-year demonstration project to extend additional *Northeast Regional* services to Lynchburg and Richmond. He was instrumental and hands-on in the start of the newly branded service to Lynchburg, which has significantly exceeded the budgeted ridership and revenues.

With a wealth of information, Kevin is an incredible resource on passenger rail service. He has dedicated his life to providing transportation choices for people in a safe and efficient manner. Kevin brought both energy and focus to the department, which have led to measurable advantages in bringing high-speed rail to Virginia. Kevin also takes a personal interest in his projects — he always goes the extra mile.

Although the entire DRPT was incredibly supportive, the significant and direct involvement by Kevin Page to create and assure tremendous success with Amtrak’s newest state partnership was and remains astounding. It is with honor that we present Kevin Page with this State Partner award.

Allan Paul

Director, Operations and Facilities Branch, North Carolina Department of Transportation – Rail Division, Raleigh, N.C.

Allan Paul is a catalyst for rail service improvement and expansion in North Carolina. Through his tireless efforts, Allan has been instrumental to the continued development of the Southeast High Speed Rail Corridor (SEHSR). This project, along with Allan’s other contributions in the areas of station restoration and development, and equipment procurement and maintenance have far-reaching benefits for North Carolinians by putting people to work while providing transportation, environmental, and energy benefits through reduced congestion and improved air quality.

Instrumental in the development of train and station host programs, Allan’s pioneering work serves as a national model in which train and station hosts assist at stations and on trains. They respond to passenger questions and provide valuable route and trip information. In addition, under Allan’s leadership, the NCDOT Rail Division recently completed construction of a \$17 million award-winning station in Durham that incorporates an historic tobacco warehouse.

Allan Paul has made it his business to ensure that North Carolina’s stations are a key part of the future transportation network. Due to these efforts, the state’s station program and the rail division in general is considered one of the finest in the United States. Allan Paul inspires us all with his passion and dedication to passenger rail and we are honored to present him with this award and call him a state partner.

Oklahoma and Texas Departments of Transportation

The dedicated staff members of the Oklahoma Department of Transportation (ODOT) and the Texas Department of Transportation (TxDOT) have overseen the successful establishment and growth of passenger rail service linking the cities and towns of central Oklahoma and north central Texas.

In 1999, through federal funding, ODOT provided financial backing for a passenger rail service later named the *Heartland Flyer*. By the mid-2000s, funding issues threatened a cancellation of the service. Since the disruption would ultimately affect passengers on the southern end of the route, TxDOT was asked to join its northern neighbor in backing the train. Subsequently, in 2006 ODOT and TxDOT mutually

agreed to support the *Heartland Flyer*. In Ft. Worth, passengers may connect with the *Texas Eagle* and vice versa.

The ODOT and TxDOT employees associated with the state rail programs are extremely committed to the *Heartland Flyer*. John Dougherty, Assistant Division Manager, ODOT Rail Programs, often welcomes riders to the station in the morning and remains there until the train departs to ensure that everything goes smoothly. During the Easter and Christmas seasons, John dresses as the Easter Bunny and Santa Clause, and rides the train to the delight of children and adults alike! On Halloween, the best-dressed customer wins a free beverage. ODOT also supports the "Wine Train," which runs on Saturdays in April; staff from participating wineries rides the train to share in the experience with the passengers.

Oklahoma and Texas Departments of Transportation

ODOT

John Dougherty, Assistant Division Manager, ODOT Rail Programs

Joe Kyle, Division Manager, ODOT Rail Programs

Gary Ridley, Oklahoma Secretary of Transportation

TxDOT

William Glavin, P.E., Director, TxDOT Rail Division

Jennifer Moczygomba, P.E., Director, Multi Modal Section,

TxDOT Rail Division

Gil Wilson, Rail Transportation Specialist, TxDOT Rail Division

SUSTAINED EXCELLENCE

Todd Almilli

Senior Analyst, Engineering, Fresno Calif.

Todd Almilli joined Amtrak on June 4, 1992 as an electrician and has held various positions over the years including Foreman II, Training Consultant and Project Manager.

Todd displays a level of excellence that stems from a personal commitment to Amtrak and a strong desire to put forth the best product possible. He works diligently with state agencies to complete projects in the San Joaquin Valley and has forged strong relationships with representatives of Caltrans and the state of California. Lee Goldenberg, Projects and Operations Manager for Caltrans, remarks, "Todd is amazing. He's never let me down. I don't know how I could do my job without him."

Praised for his keen eye for detail, Todd pays attention to the bottom line while also thinking creatively. He works very hard to ensure that company and state funds are utilized to their fullest, offering the greatest benefit to our passengers and the company. District Manager of Stations Cindy Camara says, "Todd solicits input from station personnel and then takes the time to ensure that every person on staff has an opportunity to express their needs and views on the project." This inclusive approach has earned him the respect of all those around him. Division Engineer Harry Steelman points out that "Todd's attitude is always upbeat and positive. He seems to thoroughly enjoy his work and it continually shows in the quality of finished products."

Ramesh Apanah

General Foreman, Mechanical, Sanford, Fla.

Ramesh "Ray" Apanah was hired on with Amtrak on February 11, 1976, as a pipefitter in the Mechanical department. He quickly grew into a dedicated railroader; as a General Foreman in Sanford, Florida, he gives his all with enthusiastic and passionate support of the *Auto Train* service. Ray is known for his leadership in motivating and supporting not only his Mechanical department team of employees but also for his support of the OBS, T&E, station and facility employees.

Ray's overall job performance is considered by his supervisors to be as good as anyone could want and he is highly regarded as being among the best of managers. He uses his organizational skills to reduce annual overtime hours and associated costs while also considering the needs, schedules and personal time of his employees. He has overseen numerous equipment modifications aimed at making his employees' work tasks easier, most also had the added benefit of improving our customers' comfort and convenience.

Undersink modification work on 16 different Superliner Sleeper Cars — totaling 105 sinks — is a fine example of Ray's drive to improve cleaning efficiency for his employees and FDA compliance. His work with OBS co-workers in modifying coffee makers to a triple-staged electronic unit not only helped his OBS friends but the passengers as well. Ray has made many facility improvements that targeted productivity gains and service quality improvements.

Glenda Atkinson

Legal Assistant, Law, Washington, D.C.

Glenda Atkinson joined Amtrak in 2003 and held positions as a Case Coordinator in Dispute Resolution and Administrator in Labor Relations before she took her current position as Legal Assistant in the Law Department. Glenda provides a superior performance in everything that she accomplishes. Quiet and unobtrusive, Glenda is conscientious in all aspects of her work. With a great ability to grasp new ideas, she is

willing to work until the job is done, and provides unwavering support for the attorneys with whom she works.

Glenda is responsible for gathering the files and background data necessary for the attorneys to defend actions against the company and does so with an understanding that is often beyond expectations. She is refreshingly candid and contributes greatly to the litigation team. Co-worker Christine remarks that Glenda's performance is "consistently outstanding," while Byl Herrmann says, "Glenda has been someone I have consistently relied upon since even before she joined the Law department. She has always exceeded my expectations on every assignment I have worked with her. She doesn't just deliver; she anticipates what else I might need and makes sure that she accomplishes those tasks as well."

She is often the buffer between Amtrak's outside counsel and the employees, paving the way for a mutually beneficial relationship. Employees are often intimidated by counsel and Glenda eases their concerns by explaining legal processes so that employees are more receptive and comfortable.

Gregory "Greg" Behun

Senior Director, Sales and Reservation System Support, Marketing and Product Development, Washington, D.C.

Gregory "Greg" Behun joined Amtrak in January of 1976 as a Reservations & Information Clerk. Greg has been employed in roles such as Reservation Sales Agent, On-board Chief, and Systems Programmer; he currently is Senior Director, Sales and Reservation Systems Support. In all of these positions his positive attitude, concern for his employees and innovative thinking have set a standard of excellence for Amtrak and his fellow employees.

Matt Hardison, Greg's supervisor, states: "Greg has always been rated very highly regarding his job performance. He is exceptional in seeking out the input of key departments which makes for a better product. His job performance is always stellar, always striving to deliver significant operational efficiencies. Greg has also consistently advocated for ways to engage our state and commuter partners. This includes working with Metrolink on its self-serve ticketing system, NNEPRA (Maine) on reservations, and Caltrans/CCJPA (California) on eTicketing. These activities have cemented strong relationships and mutual respect."

Colleague Sanjean Williams adds, "Greg is very devoted and committed to his work. His devotion shows through daily." Mike Toczykowski, who works under Greg, says, "I don't think that I've ever had a better boss. Greg provides the framework to his direct reports that allow them to be high performers. He is always ready to provide support to his direct reports at a moment's notice."

Gaye Lynn Bekkeund

Lead Ticket Clerk, Passenger Services, Durham, N.C.

In July 09, there was a fire in the mechanical catering facility of Fort Worth, Texas, resulting in the total loss of equipment, facility and inventory. Ms. Bekkelund has worked with a temporary facility and has maintained the catering operation to the *Heartland Flyer* while using a 40-foot refrigerated trailer.

Through Gaye Lynn's tireless efforts, her willingness to adapt and work from a temporary facility, in a cramped limited space and to maintain commissary operation without lowering her standards. Food service on the *Heartland Flyer* was maintained without one single delay or service disruption since the fire. It was like the fire never happened.

Gaye Lynn has turned what some might say is an unworkable situation into an example of what someone can do who is willing to continue to serve her internal and external customers.

Bert C. Bertin

Baggage Agent, New Orleans, La.

Bert C. Bertin began his career at Amtrak some 30 years ago as a Train Attendant. From 1986 through 2003 he mostly worked in the Central Train Center (CTC). In 2003, his position was abolished when the CTC relocated to Chicago, and Bert went on to become a Baggage Agent. This position truly revealed his super personality — one flip of the coin made a big difference!

Bert delivers high-quality customer service to our passengers and to his fellow co-workers. He handles the call-outs and the assignments for the guaranteed board. Bruce Mullins, District Manager of Stations, notes that Bert keeps busy around the facility. He has painted areas of the station in an effort to improve its appearance and has also re-striped the parking lot and the trackside caution lines. Bert has performed minor repairs to the Taylor-Dunn equipment.

Not only does Bert identify problems, but he presents solutions. He comes in early to attend to groups and deal with service disruptions in order to make things flow in a more orderly manner and according to procedure. Bert has certainly improved the overall quality of service provided by the New Orleans Baggage and Express department by becoming involved in the training of employees on forklift operations.

Danny W. Best*Lead Ticket Clerk, Passenger Services, Durham, N.C.*

Danny W. Best began his career with Amtrak on February 1, 1975, as a Ticket Clerk, and over the decades he has held positions as Station Supervisor, District Supervisor, Superintendent Customer Service, and Service Manager before returning to Lead Ticket Clerk in 2001.

In his many years working in those positions, those who know him best say that Danny always maintained a “company man’s” attitude that took into account what was best for Amtrak; he supported company policies and values and communicated them to others through his strong work ethic. Danny held the position of District Manager for several years and had the responsibility of managing and budgeting thousands of dollars. Fiscally responsible, he ensured that he came in at or under budget, and Mr. McDaniel recounts that he was very frugal with company funds.

In his position as a Lead, Danny avoids hiring outside vendors for repairs such as painting stripes and trimming trees and bushes, and therefore saves money. Danny was nominated by District Manager of Stations Michael Jerew, who felt he could not say enough about Danny’s many wonderful qualities. When the new Durham station was recognized for its design and role in the community, Danny played a large part by representing Amtrak in Mike’s absence.

Richard L. Beynon*Police Officer, Amtrak Police Department, Harrisburg, Pa.*

Officer Richard L. Beynon has been with Amtrak since November 1976, when he started as a Patrolman, and then advanced to Police Officer in September 1989. During his career he has worked in both the Philadelphia and Harrisburg field offices. Richard has been active in the patrol division and has made many contributions to distinguish himself as a true law enforcement professional.

Steadfast and serious, Richard is always looking for ways to work better and smarter. He has provided invaluable assistance to the Dauphin County Drug Task force and participated in a number of interdictions resulting in the seizure of both narcotics and U.S. currency. He has enhanced the quality of law enforcement at the Harrisburg station through his liaison with the Harrisburg Redevelopment Authority and partners closely with the community’s law enforcement agencies.

His patrols and surveillance of the Harrisburg station have minimized incidences of theft and vandalism. Richard is vigilant in his duties to protect Amtrak property, employees and customers, so much so that it has been said that Amtrak’s customers and employees feel much more secure knowing Richard is on the job. The work of an Amtrak Police Officer is not only stressful but also dangerous. In 2002, Richard was assisting local police during an arrest of a suspect when he was shot and seriously injured. His true dedication to the job enabled him to return to full duty within 10 months of the incident.

Martin M. Bodtmann*EEO Manager, Law, Philadelphia, Pa.*

Martin M. Bodtmann entered the doors of Amtrak as a Carpenter Helper, but over his 33 year career he ventured in another direction, consistently and successfully progressing up the corporate ladder of achievement.

Martin is a member of the Equal Employment Opportunity team for the Mid-Atlantic region where he investigates passenger complaints of discrimination. Martin’s territory is Philadelphia to Virginia, an area that has consistently generated an above-average amount of litigation. He is never dismissive and always lets the passengers know that Amtrak cares about their complaints and comments. When conversing with passengers on the phone, Martin conveys a sense of care by respectfully imparting Amtrak’s policies and procedures. His skilled method of handling passenger issues makes it more likely that Amtrak will see repeat ridership.

Years of experience and an affable personality allow Martin to unearth facts from managers and employees while remaining on good terms with them. He brings his “can do” attitude to work everyday, maneuvering around thorny issues, lending constructive criticism to his colleagues, and keeping abreast of developments in the law.

Ryan “Noel” Bradshaw*Guaranteed Extra Board, Passenger Services, Orlando, Fla.*

Ryan “Noah” Bradshaw began his stellar career with Amtrak in 2000. He has gone from Baggageman to Guaranteed Extra Board (GEB) during the past 10 years, and he serves not only the Orlando station, but also other satellite stations requiring a GEB to protect short vacancies resulting from vacations and sick leave.

Noah has displayed exceptional performance in his numerous roles within Amtrak. This extraordinary man has a very strong work ethic, is a committed team player, and goes above and beyond the call of duty each and every day. Noah is always willing to help others, taking on extra duties to assure the success of his team, and ultimately, Amtrak.

He covers many other stations when they are unmanned, driving several hours each way to ensure coverage and doing whatever he can to guarantee good customer service and proper maintenance of the facility. A man of many different hats, Noah covers the roles of Baggageman, Ticket Clerk, Ticket Agent, Grounds Keeper, Janitor and Mentor. He is known throughout the district for his excellent customer service, always making

passengers feel appreciated by going out of his way to assist them with a “personal touch.”

Martina L. Brewbaker*Lead Service Attendant, Transportation, Washington, D.C.*

Martina L. Brewbaker began her career with Amtrak on June 5, 1975, as a Train Attendant and became a Lead Service Attendant (LSA) shortly thereafter. She is a dedicated employee who cares about her job, the passengers and customer service — she always goes above and beyond the call of duty.

Martina was an LSA in the *Acela* Café Car in 2009 and at present is a Lead Service Attendant in *Acela* First class. She provides exemplary service to the *Acela* passengers by going out of her way to anticipate and fulfill the passengers’ requests for service. On many occasions, riders have requested to travel with Martina because of the quality and professional service she provides.

For many years, in addition to Martina’s regular job assignment, she assisted the Washington Crew Base and Crew Management with the preparation of the semi-annual bulletin job awards, due to her expertise in the process of building couplets. Martina was hand-selected as one of the employees to serve on President Barack Obama’s Inauguration train and the annual Congressional Special Train. Martina comes highly recommended for these opportunities. The numerous letters of commendation Martina has received over the years are a further testament to her exemplary customer service skills.

Elijah L. Brown*Manager, On-Board Services, Transportation, New Orleans, La.*

Elijah L. Brown started his career at Amtrak in 1986 as a Train Attendant, and then became an Operations Supervisor before he was promoted in 2007 to his current position as an OBS Manager based in New Orleans. Throughout his career, Elijah has impressed his supervisors. He has won the respect and admiration of his co-workers by lending an ear to their concerns while still fulfilling the duties of his position and the expectations of the company.

Elijah is the creator of the Concept of Wellness Board which has its home at the New Orleans crew base. The popular Board is a virtual water cooler where employees gather to read safety tips, health and wellness articles, employee achievements and milestones. The Concept of Wellness Board serves to knit together the fabric of the crew base, prompting conversations on important issues such as safety and customer satisfaction, and it also provides interesting items such as healthy recipes. He empowers his staff to bring issues to the forefront and encourages their professional growth. Thurston Lee remarks, “Elijah taught me how to be impartial. He taught me to give everyone the benefit of the doubt. He took me under his wing and gives me encouragement.”

Elijah L. Brown deserves this award for his major contributions to the Passenger Services group in New Orleans and for his creativity, passion for his job, and ability to share his knowledge with others. Superintendent Thomas Guerin summed it up best: “Elijah is a serious, conscientious, thoughtful manager with a lot of heart.”

Rosalyn “Tina” Brown*District Manager-Stations/Auto Train, Transportation, Sanford, Fla.*

Rosalyn R. “Tina” Brown began her career with Amtrak in 1979. She has held various positions such as R&I Clerk, *Auto Train* Representative, Ticket Agent Clerk PD, Ticket Clerk and Station Manager. She continues to exceed all expectations in her current position as District Manager, Stations.

Tina is dependable, proactive and maintains a positive attitude. She has a good working relationship with all of her colleagues. She is trustworthy, confident, and passionate about her work. During the December 2009 snowstorm, Tina chose to be proactive in helping her team members in Lorton, where she assisted her employees and passengers during the service disruption.

When she worked as Lead Clerk, Tina took the initiative and assumed accountability for the decisions she made. Due to Tina’s skilled intervention with various customer service issues, the negative impact on our passengers and Amtrak was kept at a minimum. Tina’s focus is always on how Amtrak can make our *Auto Train* passengers’ experience even more rewarding. According to Gerry Tolson, “Tina is always there for her ticket agents, the Mechanical department, and the maintenance crew. She makes all people, regardless of their craft, feel appreciated.”

Connie Bundy*Bulletin and Assignment Clerk, Mechanical, Beech Grove Maintenance Facility, Beech Grove, Ind.*

Connie Bundy has been with Amtrak since May 2004 as a Bulletin and Assignment Clerk. She quickly became proficient in her responsibilities as well as interacting with a very diverse workforce of more than 600 employees at the Beech Grove Maintenance facility.

Connie is described as excellent, outstanding, organized, proficient, detail-oriented and someone who goes above and beyond the call of duty. When she first started at Beech Grove, Connie took full ownership of the job and organized processes to where she became efficient in a short period of time. Handling multiple responsibilities with dedication and a very professional demeanor, Connie maintains the records of over 600

employees, including nine unions, and manages eight to 15 bumps a day. Her organizational and computer skills have been an asset in maintaining accurate records for her department. Understanding the nuances of Amtrak's policies and the union agreements, Connie is the person that everyone goes to with their questions. She is someone who "can't say no." Connie's efficiency, dedication and conscientious attitude are qualities that are well-respected by all who work with her.

In Connie Bundy's six years with Amtrak, she has maintained an exceptional job performance record. Her responsibilities extend well beyond her regular job and she handles them with efficiency and accuracy. Mr. Grey, her supervisor, states that with her "persistence and insistence" she gets every job done.

Brenda L. Butler

Lead Ticket Agent – Auto Train, Transportation, Sanford, Fla.

Brenda L. Butler has been with Amtrak for more than 35 years and is a valuable asset. She consistently receives letters of commendation about her outstanding customer service from people all around the world. She treats every customer like he or she is a member of her family and therefore makes everyone feel special. Brenda displays day-to-day leadership in everything she does.

Brenda handles all obstacles with a smile on her face. There is not a challenge that Brenda cannot handle because she looks at every problem as an opportunity to provide a solution. During service disruptions, she keeps passengers informed and calm. If things are not running smoothly, Brenda takes control of the situation and ensures that our customers get the best possible service. Sometimes this means providing customers with lodging, rental car, or food vouchers.

Similar to her leadership ability, her gift for creativity is also natural; during the holidays, Brenda provides the station with a soft and warm environment with her handmade decorations. Almost everyone exclaims that it looks like an interior designer decorated the station. Fred Nardelli, Superintendent, *Auto Train*, says, "Customers just rave about the beautiful decorations, what she does to our old station is remarkable."

Michael W. Cogdill

Train Attendant, Transportation, Jacksonville, Fla.

As a 36-year employee Michael Cogdill has consistently maintained and delivered a higher than normal level of service to our passengers. He has consistently demonstrated his commitment to delivering high quality customer service by ensuring that he has all his working tools, and reading the bulletin boards for notices or service changes.

Michael has a "perfect" attendance record for FY2007, FY2008 and FY2009, and he arrives early for assignments. Lester Macklin stated, "Michael is an outstanding employee, remains the same day in and day out, and he gets things done before you ask. If Amtrak had 100 more of him it would be a beautiful place."

During service disruptions Michael steps up to the plate to show what teamwork is all about. Michael makes sure that passengers are informed and he works with his co-workers to ensure all services are provided.

Patrick A. Diecidue

GEB Ticket Agent, Passenger Services, New Orleans, La.

Patrick A. Diecidue has been with Amtrak since July 7, 1978, when he was hired as a Ticket Clerk. Although he has performed various roles as a clerk, primarily working in tickets and baggage, Patrick also spent several years in Material Control and Catering. He is currently a Guaranteed Extra Board Ticket Agent based out of New Orleans and is on-call to cover vacancies in stations in the states of Mississippi, Louisiana and Alabama.

Described by his supervisor as a hard working "star employee" with a high level of energy, Patrick has shown creative qualities by taking on extra projects such as the remodeling of the Magnolia Room, a First class lounge in New Orleans. He completed this project with co-worker Bert Bertin. In the aftermath of Hurricane Katrina, Patrick was dispatched to outlying stations such as Atmore, Alabama to help clean up debris. He not only cleared Amtrak property, but also assisted city employees in their efforts.

In addition to his handyman abilities, Patrick has provided training to new hires as well as senior agents on the Quik-Trak machines. He is known for taking on new initiatives and helping out wherever needed, be it minor station renovations, preparation for major events, or the return of lost luggage to passengers' homes. He is viewed as an asset among all ranks, and has great character, personality, and a strong work ethic.

Deborah E. Duarte

Customer Relations Representative Officer, Marketing and Product Development, Philadelphia, Pa. – MARSCC

Deborah E. "Debbie" Duarte has been with Amtrak since December 1973, when she started as a Reservations & Information Clerk. She became a Customer Relations Clerk in November 2001 and moved to her current position as Customer Relations Representative Officer in December 2006.

Described as conscientious, dependable, self-motivated, proactive, knowledgeable, approachable, patient, supportive, and customer focused, Debbie is truly considered one of the most respected employees at the Mid-Atlantic Reservations Sales Contact Center. Over the years, she has been associated with many significant improvements in the customer relations area. She was directly involved with the transition of the automated

Group Database and the coordination of the Outreach Program, both of which have had a very positive impact on Amtrak's customers.

Debbie leads by example and has been dubbed the "go-to person" in resolving difficult situations; her diplomacy and knowledge is well utilized in working with politically sensitive customers. All who work with her appreciate her expertise, patience and resourcefulness in solving problems. Debbie communicates with customers and internal and external departments by providing support in a responsive and courteous manner. She is the customer's advocate and devises solutions that benefit both the customer and Amtrak.

Thomas P. Favoroso

Manager Planned Maintenance, Mechanical, Wilmington, Del.

Thomas P. "Tom" Favoroso is a veteran Amtrak employee with over 22 years of service. During this period, Tom has demonstrated a commitment to superior performance and teamwork that has drawn the attention of his staff, supervisors and peers. Hired in 1988 as a Car Repairman, Tom was promoted several times within the Mechanical department before reaching his current position of Manager, Planned Maintenance. This position oversees the integrity of the mechanical document system and maintains links to the Amtrak intranet for the mechanical Web page. As his duties expanded, so did the audience of mechanics, supervisors and technicians who rely on the Reliability-Centered Maintenance (RCM) procedures, Corrective Work Instructions, Standard Maintenance Procedures, Mechanical Bulletins, Maintenance Alerts, Safety Watch and all other publications that Tom coordinates.

Described as having impeccable integrity and enjoying the greatest respect of his co-workers, Tom is a self-starter who sets himself up to always excel. Co-worker Dave Riordan says, "Tom instills a great sense of pride and accomplishment with every document that comes from our department." Ken Hebert adds that Tom has published "1,198 documents over a 961-day period."

While originally tasked with overseeing the writing and publication of Standard Maintenance Procedures, Maintenance Alerts and Mechanical Bulletins, Tom has expanded his duties to include Safety Watch, Local Work Instructions and Standard Operating Practices.

William W. "Bill" Ferguson

Operations Supervisor, Transportation, Lorton, Va.

William W. "Bill" Ferguson began his career with Amtrak on September, 10 1984, as an *Auto Train* Attendant. During the 20 years that he worked aboard the *Auto Train*, Bill accrued skills in each of the crafts of an OBS employee, and then as an Acting Supervisor.

As an Attendant, Bill was a mentor and trainer for new hires. And whether he was the LSA in the Diner or the Lounge car, those who worked with him describe an employee whose work ethic and attitude were always exceptional. Many of his co-workers say that he is "fair across the board [and an] inspiration to those who know him," while another friend states: "Bill made a lot of people rise above their normal standards when they worked with him. He is hardworking, meticulous, and he always goes above and beyond his duties."

Today the OBS employees are his primary customers and the skills he learned as an LSA are used to serve those with whom he works as an Operations Supervisor. In this position, Bill continues to earn a reputation as someone who can juggle the day-to-day issues, as well as whatever suddenly comes his way. He is noted for having a professional demeanor no matter what the circumstances.

Marshall A. Fleming

Baggageman, Passenger Services, New Orleans, La.

Marshall A. Fleming was hired as a Baggageman in 1990 and has stayed in this position throughout his career but for a short stint as a Material Control Clerk. Marshall works at the New Orleans station where he provides excellent customer service for our passengers.

If you are elderly, require assistance due to mobility issues, or simply are unsure of your surroundings, you are lucky to encounter Marshall. The baggageman is often the first face of Amtrak for many passengers. They must be pleasant, accommodating, efficient and knowledgeable, and they only have a few minutes to make that great first impression. Marshall manages to be all those things every day. He is committed to customer service, doing whatever he can to keep the passenger happy, often going out of his way to retrieve lost luggage or hustling to get that last bag on the train before the doors close. He is a wonderful resource for our passengers, and is often seen offering advice and answers about the service, routes and amenities. Marshall even finds the time to make minor fixes to equipment around the station.

Marshall A. Fleming is a baggageman extraordinaire! Manager Lori Ball-Hicks says, "Marshall is always available. He has a great deal of patience and composure when dealing with all kinds of passengers. He is an all around good employee, from his uniform to his personality and performance."

William A. "Bill" Foehr

Doble-Gang Foreman, Engineering, Princeton Junction, N.J.

William A. "Bill" Foehr began his career with Amtrak in 1977 as a Gang Foreman and in May 2010 moved into the position of Doble-Gang Foreman.

Bill always performs to the highest standard of excellence. He offers his help and expertise on any project and is willing to help train others in all aspects of his craft.

Bill is responsible for routine maintenance, upkeep and correction of power failures to the equipment that supplies power to the trains. Doble-Gang equipment tests high-voltage transformers, CTS, insulators and bushings to see if there are any dead spots to the feed of the main power in the substations. Ultimately, this energy goes down the mainline to supply power to the trains.

When testing, the Doble machine applies 38,000 volts to the equipment to test how it is functioning and to prevent breakdowns. The cost savings to Amtrak is immeasurable due to the careful, quality work done by Bill.

Bill responds day and night to ensure that the system stays in operation. Using the Doble test equipment, he has on several occasions found problems that could have caused an interruption to our train service. He was able to make the corrections and therefore avoided serious problems.

Walter C. "Walt" Foura

Senior Project Officer, Engineering, Baltimore, Md.

Walter C. "Walt" Foura began his outstanding Amtrak career in 1976 as an Electric Traction (E.T.) Lineman in the Engineering department. Over the years, he moved through the ranks of the E. T. department as Foreman, Supervisor, and Senior Engineer, and in January of 2008 was promoted to his current position as Senior Project Officer.

Walt has earned this prestigious award because his work ethic and character are above reproach. He never shirks responsibility, but rather embraces it with confidence and brings his task at hand to a rapid conclusion in the most fiscally responsible manner. By its very nature, the E. T. department can be dangerous, as it requires working with high-voltage electricity at great heights. Add to this mix severe weather and moving trains, and this job is made exponentially more potentially treacherous.

Prior to taking up his position as Project Manager, Walt was a first responder to E.T. incidents. If there were bad snowstorms or other inclement weather events, and no one else could come in, Walt could be counted on to be there. A natural-born leader, Walt is empathetic yet firm with his employees, and is renowned for being a good listener, a devoted mentor and a man of integrity.

William C. "Bill" Gross

Lead Service Attendant, Passenger Services, Empire Builder – Portland Section

William C. "Bill" Gross has been a model and dependable employee during his tenure with Amtrak. Hired in 1984 as a Train Attendant, Bill has worked on board the train his entire career. He has been a top performer in sales and an excellent and conscientious employee who is always helpful to the passengers and co-workers around him. Bill has been described by his co-workers as a "great guy ... a stellar on-board employee ... customer-focused ... and just the best."

Bill enjoys his work on the *Empire Builder* and his enthusiasm is contagious to both his fellow employees as well as the passengers. He operates his car in a manner that ensures he is available to cater to the customer. His upbeat and polite personality leave no doubt in the passengers' minds that he is there to help them during their journey.

On each and every one of his work assignments, Bill is certainly a "Goodwill Ambassador" for the company. His friendly and helpful manner leaves the customers with a favorable view of Amtrak and encourages repeat trips. John Kukec, who has worked with Bill for over 25 years, says that it is plain for all to see that "Bill really likes what he does for a living." His personnel file is packed with letters describing complementary trip reports issued by various Chiefs on board his train.

John W. Hammond

Engineer, Transportation, Sanford, Fla.

John W. Hammond joined Amtrak on February 2, 1985, as a locomotive engineer on the *Auto Train*. Throughout his career, John has built a solid reputation as an employee always willing to help out in any situation. Whether it is filling in as a Road Foreman, helping out passengers with travel information or luggage, or providing the right answer in a stressful situation, John is the guy on the crew that will engage himself in the situation at hand and subsequently is well-thought of by his peers.

As nominator Rick Fordham explains, "The *Auto Train* is a special environment and John Hammond makes sure that he delivers excellent service for the crew and passengers alike. John's record speaks for itself — never late to work, cares about people, and always has a proactive attitude for a difficult situation." Master Mechanic Tommy Farr adds, "When locomotives have problems along the trip, John is a good man to have on board to make sure the necessary corrections are made. For example, if an issue develops, John has the expertise to handle the problem via phone support from the mechanical trouble desk."

John mentors new locomotive engineer trainees not only by the book, but also with the real-life experiences he has gained over the years. With his professional approach and calm manner, John shares stories and technical knowledge that capture the attention of the new trainees.

David J. Holcomb

Ticket Clerk, Passenger Services, Charleston, S.C.

David J. Holcomb is a great employee, a pleasure to work with, and easygoing according to his customers, co-workers, and supervisors. He is conscientious, knowl-

edgeable about everything, and always approachable and willing to do anything that is required.

Just ask anyone and he or she will tell you that much of the repeat business and loyal customer following in Charleston is due in part to David's enthusiasm, friendliness and professionalism. Many of those regular customers comment that David is simply a "nice guy." His kind demeanor shows through to passengers and he goes out of his way to calm and reassure customers when there is a problem. David is well prepared, solves problems, keeps the passengers happy, and builds customer loyalty. One of his strongest attributes is his excellent set of communication skills. Late trains, service disruptions, inclement weather, computer system down, and most importantly — customer needs — do not worry because David's got it under control! He also has qualities that are difficult to teach: patience, knowledge, understanding, and compassion, which add up to an old fashioned recipe for superior "people skills."

David J. Holcomb is definitely one of those individuals who goes "above and beyond" and is "a cut above the rest." He has a great work ethic and an uncanny ability to work with — and resolve — issues that affect both customers and his co-workers, all the while being very calm, authoritative, and responsive. David J. Holcomb just might be that rare individual who discounts the adage that "nice guys finish last."

Brodie G. Johnson

Ticket Clerk, Transportation, Jacksonville, Fla.

Brodie G. Johnson started his career with Amtrak on August 29, 2000. He is considered the "Shining Star" of the Jacksonville station and has captured the hearts and minds of his superiors, peers and our traveling public. Brodie has been described as a perfectionist, dependable, and detail-oriented.

Donna Toler states, "Brodie is a superb worker, always positive, and always has Amtrak's best interest in the forefront. He takes much pride in his work and is always willing to help anyone that calls upon him or will take the first step to be proactive in difficult situations."

Cathy Byrd Fleming, who nominated Brodie, believes, "His dedicated service throughout his employment has helped Jacksonville station employees admire his attributes. Brodie makes good decisions that everyone will benefit from. When he is working the ticket counter he will ensure that the passenger's luggage meets the 50-pound requirement and if not, he will get boxes so the customers can transfer items to get the luggage underweight. This best practice helps to ensure a safe operation while other employees are loading the luggage. When Brodie was working the docks during the mail express period, he volunteered to attend the OSHA certified "Train the Trainer" classes to have the skills and knowledge to train his co-workers. Brodie is current with his certification and performs this training when employees' certification cards expire."

Hugh S. Krasin

Detective, Amtrak Police Department, Miami, Fla.

Detective Hugh S. Krasin hired on with Amtrak in 1988 as a Patrolman and was promoted to Detective in 2000. Over his career, Hugh has demonstrated a strong commitment to the safety and security of employees and passengers.

Hugh is the only police detective based in Miami and his footprint covers South Florida. He handles police issues such as derailments, accidents, drug seizures, and other general police work. His involvement with the Palm Beach, Broward and Miami-Dade Sheriff's Departments has helped in reducing police "hold" of the railroad as a result of grade crossing and trespasser incidents. This directly reduces minutes of delay, which drives passenger satisfaction.

Maintaining a visual presence at the Miami station during train departures and arrivals, Hugh ensures that our riders begin and end their journeys in a safe manner. He has also steadily developed extensive contacts with federal, state and local law enforcement agencies that have led to additional police presence at outlying locations. Hurricane season presents a significant challenge for Hugh and the Miami staff, especially when a storm creates gasoline shortages and electricity blackouts. During these times, he remains vigilant to the needs of the employees and the company, and is often the first person to return to Amtrak property; sometimes he remains on site to protect company assets.

James P. Lewis

Information Specialist, Amtrak Police Department, Philadelphia, Pa.

James P. "Jim" Lewis was initially hired by Amtrak's Engineering department on February 16, 2000, and resigned two years later to pursue other opportunities when the department went through a downsizing. In 2006, he was hired back at Amtrak, this time in the Amtrak Police Department as an Information Specialist.

Known by co-workers and supervisors as someone who consistently goes above and beyond the task at hand, Jim often takes on extra projects. In his regular duties, he prepares talking points and presentations, writes press releases and maintains the intranet APD pages. He voluntarily backed up the primary manager of the VIP Dignitary Protection Program. Jim eventually assumed 50 percent of the workload and it was estimated that he contributed 10 hours per week, much of it completed at odd hours and on various days of the week.

Jim also is known for putting together the Officer of the Year award ceremony, which includes the participation of senior Amtrak executives and Board members. He is involved in a lot of the behind-the-scenes work for the National Police Week memorials held in Washington, D.C. that honor those killed in the line of duty.

Jim was a past member of the PSSA committee. He is particularly known for his photography skills, and his work is often used by the APD in various media.

Cheryl Linyear

Lead Ticket Agent, Passenger Services, New Orleans, La.

Cheryl Linyear ensures that the ticket clerks remain abreast of changes and updates in ticketing procedures, and she encourages employees at the ticket counter to always treat customers with professionalism and respect.

According to Bruce Mullins, "Cheryl has always put her best foot forward in everything that she has attempted to do. She informs me of shortages in the ticket office and always stays on top of them to make sure that they are recovered." Her skills in dealing with passengers are excellent, and she makes sure that their reservations are correct and treats all passengers with respect and kindness to encourage repeat business.

Cheryl also assists with vendors at the New Orleans station to make certain that Amtrak gets the most for its money. As Lead Ticket Agent, Cheryl's duties include the daily consolidation of 920 reports for each ticket clerk. Going beyond expectations, she then uses the information from these reports to focus on each clerk's continued training; this ensures that the New Orleans ticket office paperwork is of high quality before it is sent to Revenue Accounting.

Therese M. Marshall

Supervisor, Reservation Sales Office, Philadelphia, Pa.

Therese M. Marshall joined Amtrak on October 6, 1980, as a Reservation Sales Agent. She worked various positions in the contact center and help desk before becoming a Contact Center Supervisor.

Therese is an exemplary employee and a positive role model to others. She is often known to volunteer on committees including those for Employee Appreciation Day, carpet installation, and the Derailment Hotline, to name a few. Therese cares about her co-workers and her working environment and it shows. By leading through example, she fosters a better working environment for all involved.

One of Therese's many roles is that of Safety Officer in the Contact Center. She brought in outside health and wellness experts to enhance safety fairs at the facility, and was instrumental in arranging a smoking cessation seminar. She feels that health and wellness are components of personal safety and her efforts to spread that message have been well received by her co-workers.

Richard J. "Rick" Martinez

Station Manager, Operations/Transportation, Trenton, N.J.

Richard J. "Rick" Martinez was hired on December 30, 1975, as a Baggage handler. He later held the position of Commissary worker and at present is a Station Manager for the Transportation department in Trenton, New Jersey.

Rick consistently goes above and beyond by assisting Trenton and Newark employees during service disruptions. He is their "go-to" person when issues arise from schedule changes that then necessitate updates in the passenger information system in the New Jersey District. Through his vast, technical computer knowledge, Rick has helped Amtrak employees work better and more effectively in resolving complicated issues with New Jersey Transit (NJT) computer contacts, and thus has made the system more user-friendly for the employees.

He single-handedly ensured that every Amtrak employee was able to provide accurate train information during periods when NJT overhauled the information system. Rick's attitude is always about getting it done right for the customers — making sure that they know where their train is, when it will get to the station, and on what track to find it. He is an excellent customer service manager, attending to each passenger need and giving out his personal information so they may call him about future travel issues.

Ophelia C. Mayhue

Coach Cleaner Transportation, Sanford, Fla.

Ophelia C. Mayhue has been employed with Amtrak for almost 26 years. Although her title is Coach Cleaner on the *Auto Train* in Sanford, Florida, everyone says that Ophelia is a "Detailed Specialist."

Misters Apanah, Pearson and Keogh all believe that "Ms. Mayhue is the face of the *Auto Train*, which is the flagship of Amtrak." Her impeccable cleaning has boosted repeated customer satisfaction. Ophelia provides refresher training to new employees to ensure that they are compliant with the stringent Food and Drug Administration (FDA) standards for which retraining is required every two years.

Going well beyond her job scope, Ophelia assists OBS employees with tasks such as changing stock transfers and taking care of last-minute cleaning needs. She is always ready to lend a helping hand wherever needed; for example, after the OBS staff had left for the evening and there was a last-minute equipment change, Ophelia took the initiative to set up the coach dinner car. She wanted to help relieve stress from the OBS crew so she removed all stock and set up every table to avoid a delay in serving 240 customers for dinner.

Robin A. McCarthy

Senior Associate, Law, Philadelphia, Pa.

Robin McCarthy's career with Amtrak began November 3, 1997, as Associate General Counsel. Robin remained in this position until March 12, 2008, when she began working as the Senior Associate General Counsel in the legal department.

Nancy Miller took notice of this outstanding employee and nominated her to receive this award. During the six years that Ms. Miller worked with Ms. McCarthy primarily on new commuter service Request for Proposal (RFP) she noticed the consistent demonstration of exceptional job performance. Robin's is diligent about identifying issues and providing prudent recommendations. She works with her clients to structure good proposals that benefit the company. She supports Amtrak's bids, contract negotiations and service delivery once contracts are executed to maximize revenue.

Ms. McCarthy has a photographic memory of the operating contracts. Robin has taken on new projects in the context of Amtrak's reauthorizing statute, had to learn a whole new set of programs and grants and brought the same level of care and thoughtfulness, high quality of service to bear. She makes a positive impact on our state and commuter partners such as Caltrans and Caltrain. She works to ensure that the commuter and state service agreements are executed in a timely manner and include fair and reasonable provisions for the parties involved.

Ann E. McGinnis

Associate Sales and Marketing, Marketing, St. Louis, Mo.

Hired in April 1980, Anne E. McGinnis came to Amtrak as a Reservation & Information Clerk. She has held a series of positions in the Marketing department, culminating in her current assignment as Amtrak's liaison to the National Park Service.

For the past 10 years, Anne has coordinated Trails & Rails activities, an innovative partnership between the NPS and Amtrak. The program provides rail passengers with educational opportunities that foster an appreciation of a selected region's natural and cultural heritage. It not only promotes NPS areas, but also provides a value-added service to encourage train ridership.

The Trails & Rails program is commemorating its 10th anniversary; throughout its entire history, Anne has been instrumental in keeping the service alive and growing. From a single route program between New Orleans and Lafayette, Louisiana, she has helped to expand the partnership to 12 different routes and 18 programs. Anne routinely deals with the NPS, Texas A&M University and a host of other partnership interests to ensure that the Trails & Rails program runs successfully. Jerome Trahan, a senior officer in the Marketing department, notes that "'Trails and Rails' is not her full time job, yet, she artfully supports the program, while maintaining her regular job, in the true volunteer spirit ... which is what makes this National Parks service program tick."

Scott B. Meek

General Foreman, Mechanical, Beech Grove, Ind.

Scott B. Meek began his career with Amtrak on April 24, 1978, at Beech Grove. He has held multiple positions over the last 32 years, including Electrician and his current role as General Foreman of Coach Shop 2.

Throughout his decades of service, Scott has maintained a reputation as a dedicated, hardworking and trustworthy employee. As one manager stated, "He's about as rock solid as you get ... when he is on the job, expectations rise." Scott has witnessed many changes as Amtrak has matured, and he has maintained a level of excellence in his craft that has never wavered in the rebuilding and repair of our passenger equipment. He gets the work done and always maintains a high work standard. He has earned the respect of his co-workers and managers as one who is at the top of his game.

In Coach Shop II, Scott is currently overseeing the overhaul of the Horizon, Viewliner and Superliner I Sleepers. He also manages four foremen and approximately 60 employees including carmen, electricians, sheet-metal workers and pipe fitters. According to his nominator, Scott has been able to reduce production time and keep his projects on schedule which positively affects production costs.

Michael T. "Mike" Milburn

Lead Sheet Metal Technician, Mechanical, Beech Grove, Ind.

Michael T. "Mike" Milburn began his Amtrak career as a Pipefitter in 1978 and has held the position of Lead Sheetmetal Technician since 1986. Mike's overall job performance is described as professional, knowledgeable, thorough and efficient.

Mike has a caring attitude and the ability to go above and beyond the task at hand. He often finds the best and most efficient materials, parts and tools needed while taking into consideration cost and availability. He is very good at finding obsolete items that allow the overhaul process to continue on schedule; the results are a cost savings and most importantly, increased customer satisfaction.

Appointed head eTrax ordering person for Shop 2, Mike also sets up most computers and does the CSRs for AAMPS and other programs. Mike often comes in early and stays late to help complete different jobs such as taking pictures for badges or pictures of equipment, and meeting with vendors for special tooling and helping to find that hard-to-get part.

Claude H. Mitchell

Train Attendant, Transportation, New Orleans, La.

Claude H. Mitchell started his Amtrak career in 1999 as an OBS Trainee and moved into his current position as a Service Attendant in 2002. In his 11 years with Amtrak, Claude has been the model for consistent professional service in both the Dining car and the Sleeping cars, and his attitude is always "can and will do." Claude has what no one can teach in customer service or any profession: a great desire to help others. From his impeccable dress to an infectious smile, his focus from the start to the finish of his trip is customer service at its finest. Claude's job performance has been top notch, and Jim McDaniel notes, "Claude has an old-school approach to taking care of his passengers."

Claude has become a model for what *Crescent* customers expect from a Sleeping Car Attendant, and his car is often requested by frequent passengers. Claude's down time was usually scheduled from 9:00 p.m. to 1:00 a.m. because it was 30 minutes after a major stop and due to large turnovers in the sleeper. He requested that his manager adjust his down time so that it would begin an hour later. With that change in place, he can better provide bed turndown service and give the proper attention that he feels his newly arrived passengers deserve. This not only reflects on his concern for his passengers but also on his role as a team member.

Having greeted thousands of strangers boarding the train throughout the country, Claude makes sure that they all leave feeling like a part of the Amtrak family.

Jill R. Moyer

Principal Officer Business Management, Operations, Los Angeles, Calif.

Jill R. Moyer started with Amtrak in November 1972 as a Reservation & Information clerk. Through the years, she has received several promotions entering the area of Performance Management and Finance in 1988. Jill became Manager of Finance Performance Budgeting in January 1996, Manager of Business Operations in November 2001 and moved to her current position as Principal Officer Business Management in October 2009.

Finances and budgets are Jill's primary responsibilities, and she has found and corrected many billing discrepancies, particularly in the area of utilities. Jill is described as the "Epitome of efficiency [and] one of the most consummate professionals in the budget field." Over the years, Jill's wide experience and knowledge of the railroad and station operations has been essential in her ability to remain detail-oriented, organized and efficient in managing budgets and financial reports. Due to these qualities, she has been credited with saving Amtrak countless dollars.

She currently prepares and formulates the budgets for the T&E departments, Onboard Service and a portion of the Mechanical department in the Southwest and Pacific divisions. Jill manages and supports each of her managers in the divisions as if each were her only client. She has served as mentor and teacher to new managers, and her organization and tracking of station budgets have provided managers with processes and knowledge to become ore proficient and efficient.

Roy D. Moyer

Foreman II, Engineering, Philadelphia, Pa.

Roy Moyer started with Amtrak in August 1989 as a Car Repairman. Roy's has progressed as a Machinist, Foremen II and into his current position of Specification and Standards Engineer in December 2002.

Over the years at Amtrak, Roy has personified the concept of both sustained excellence and exceptional job performance. Roy is Amtrak's sole technical expert in the specialized and highly safety critical fields of railway wheels, axles, journal bearings, and castings. He has pursued these areas with exceptional drive, zeal for achieving better performance and productivity and the desire for making Amtrak the leader in the industry in this complex area. Roy serves as the Amtrak representative on the Association of American Railroads (AAR) technical committee for wheel axle and bearing mechanical standards for the rail industry. He has been responsible for having Amtrak exempt from some AAR standards that only have merit to freight operations resulting in major cost savings to Amtrak.

Roy has been proactively involved for many years in performing detailed failure analysis of various wheel and coupler component failures and incorporated corrections to improve component reliability which are the foundations upon which a passenger car is built. His drive to improve the quality and reliability of these components has had a direct effect resulting in improving train reliability thus reducing delays to Amtrak's passengers. Working in this safety critical field of railway engineering Roy is someone of high integrity, never compromising any safety aspects of design or maintenance.

Eve Nacinovich

Assistant Controller – Revenue, Finance, Philadelphia, Pa.

Eve Nacinovich has been with Amtrak for 15 outstanding years. She started her career as an Associate Auditor and moved up to Auditor. Eve later became the Finance Director of Accounting before promotions to Assistant Controller and her present position of Assistant Controller – Revenue.

Eve's greatest attributes are the diligence and attention to detail visible in all her accounting projects. She worked closely with Amtrak's Controller and its external auditors to develop additional reporting to meet the General Accepted Accounting Principals. She also worked with her staff to eliminate a 30-year-old, handwritten report

by developing an electronic version that streamlined the report process for greater efficiency and timely receipt of funds from invoices.

Eve has been involved with the development and updates of approximately 30 finance policies. Ensuring that policies are current and consistent plays a major role in improving the integrity and transparency of our financial data, both internally and with our external stakeholders such as Congress, government agencies and customers.

Irene H. Niewiadomski

Operations Supervisor, Lorton, Va.

Irene H. Niewiadomski began her career with Amtrak on October 26, 1976, as a Clerk Stenographer. In 1982, Irene became a Secretary, and she has also served as the Administrative Assistant to the Chief of Police.

Irene has consistently performed in an exceptional manner for the Amtrak Police Department in an environment that requires and ensures thorough and extensive departmental standards. Irene's current position involves the responsibility for handling all administrative duties for the Amtrak Police Department's National Communications Center and Operations Support Unit. Her highly effective organizational skills, last-minute scheduling talent, and administrative records reconciliation and maintenance all lend to her exceptional overall performance. Irene's positive contribution to the Police Department has assisted staff members in the performance of their job duties, and also has supported departmental personnel on the front line assisting customers in times of emergency.

Assistant Chief of Police Lisa Shahade notes that Irene H. Niewiadomski maintains a positive attitude in all that she does and continually presents herself in a professional manner. This is extremely significant, as a law enforcement work environment does not always involve positive situations, involves extreme operational changes without prior warning, and is a very fast-paced workplace that is susceptible to stress. Shahade adds, "She has been referred to by senior command of the APD as loyal, focused, reliable, dedicated, and the epitome of what a professional assistant should be.

Timothy Noel

Train Attendant, Transportation, Chicago, Ill.

Timothy Noel was hired as a Reservation Sales Agent in 1988 and has since worked as a Train Attendant and Technical Instructor. He is described as outstanding among his peers with a lot of passion for his job. According to June Norfleet, "Timothy loves trains, that is a given." His colleague Mr. Gallagher states, "He always goes above and beyond throughout his trip, and his knowledge of the *California Zephyr* route makes him an unsurpassed asset in making the three-day trip memorable for our passengers."

Timothy takes a leadership role within his crew to ensure consistently excellent customer service, even in the face of serious service disruptions. He is always the first one to prepare for the events and duties of the day. He is a leader and role model for new hires and a much sought after trainer.

Invariably a gentleman when dealing with passengers and co-workers, Timothy can turn a potential complaint into a compliment through his fine customer service. He provides a high quality of service and has the ability to anticipate the customer's needs before being asked. Through his skilled work, Timothy eliminates lost revenue and actually generates new revenue through his consistently upbeat performance that encourages repeat ridership.

Christopher N. "Chris" O'Keefe

Director, Costing and Financial Control, Philadelphia, Pa.

Christopher N. "Chris" O'Keefe began his career with Amtrak on April 8, 1977, as a Signal Helper. He then became a Signalman that same year, and in June 1979 he made another move to Signal Maintainer, a position that he still holds.

Colleague Harry Wray believes that Chris goes above and beyond his duties and gives his best every day. Chris oversees 430 train and 1,158 switch operations per day at Tower 1 with a minimal amount of failures; those that he does have are quickly resolved. David Corsetti said that Chris takes a proactive approach to his job by identifying maintenance concerns before they critically impact operations. One example of this approach was when Chris requested a change from O'Brien to MJS switch rods on the switch machines. The new rods have a lower malfunction rate and thus have contributed to an overall reduction in failures. The quick manner that Chris responds to failures and the number of switch operations at Tower 1 has a direct relationship to customer satisfaction, due to Chris's dedication and commitment to his job.

"Christopher N. O'Keefe has performed his job with enthusiasm, dedication, integrity and passion for over 30 years," notes co-worker Doug Brown. Colleagues Dave Corsetti and Harry Wray added that Christopher is a team player who believes that the railroad comes first and is willing to sacrifice his personal interests to help improve train operations.

Marilyn A. Peifer

Senior Technical Lead for Information Technology, GIO – Marketing, Washington, D.C.

Marilyn A. Peifer began her Amtrak career on January 16, 2003, in the IT department. Since then, she has been instrumental in creating and deploying tools to ensure the health and availability of Quik-Trak kiosks and Amtrak.com.

Those who supported Marilyn's nomination spoke of her consistent work performance along with her great desire to deliver a quality product. Her dedication to the company is exemplary and she is often described as a passionate, knowledgeable person whom her peers admire. Marilyn's communication skills are unmatched and she has the unique ability to converse on the same subject matter with developers, top management and the user community.

Marilyn's approach to tasks is planned and decisive, and her projects are always completed on time which results in cost-savings. She is one of the driving forces for maintaining Amtrak.com's high availability and contribution to the company's revenue growth. Marilyn is always willing to help those outside of the IT department. In one of these efforts, she developed a software program for the Quik-Trak machines that resulted in the capture of persons involved in an international credit card fraud ring. Those persons were apprehended by the FBI and Marilyn's actions saved the company from lost revenue. She was recognized for her efforts by the Amtrak Police Department.

Felix L. Perez

Inspector, Amtrak Police Department, Philadelphia, Pa.

Inspector Felix Perez started with Amtrak on October 1, 1976, as Patrolman. He has held the ranks of Sergeant, Captain, and now his current position of Inspector. Inspector Perez is well respected, and his advice is sought by many because of his working knowledge and his experiences dealing with the daily operations of the Amtrak Police Department.

Inspector Felix Perez does not know the meaning of the phrase, "that can't be done." He accepts his responsibilities in playing a major part in the APD creed, "Protecting a Nation in Transit." He was instrumental in setting up emergency aviation services in the 1990s, using monies from the Drug Asset Forfeiture Fund. Dave Domzalski, Senior Associate General Counsel and Legal Advisor for the APD, sought Felix's advice when the Police Department Labor Agreement was being negotiated.

Felix's other involvement over the years includes the accreditation and reaccreditation programs for the Commission on Accreditation of Law Enforcement Agencies, his work in the development of the curriculum for in-depth security training funded by the Department of Homeland Security, his assistance with the development of the computerized employee security courses, and his membership in the Police Information Management System and the President's Service and Safety Awards Committee.

Keith A. Pinder

Lead Service Attendant, On-Board Services, Washington, D.C.

Keith A. Pinder started with Amtrak on July 30, 1974, and has worked in various food service roles during his long career. He has touched all aspects of Onboard Services (OBS) including long-haul trains, Metroliners, *Northeast Regional* and most recently *Acela Express*, working as the LSA in the First class car.

Described by his supervisors and peers as an outstanding LSA, Keith focuses his attention on his customers from the moment they take a seat in his car. Kathy Brewer, Keith's Assistant Superintendent, says, "He diverts complaints by taking care of issues before they're problems." Keith provides a level of service that is far above the norm.

Keith's service is so good that many customers specifically ask for his schedule in order to ride with him. After many years, he knows a good number of passengers by name and can easily recall their likes and dislikes. Dewayne Bateman, Keith's local union representative, believes that "Keith epitomizes what Amtrak OBS should be: always pleasant, conscientious, dedicated, superb, and a good role model." Keith has also participated in menu committees over the years, and was involved in developing a service handbook for the Metroliner Service. He has voluntarily trained new hires and passed his high standards on to them.

Stephanie H. Pritchard

Secretary I, Operations, New Orleans, La.

Stephanie H. Pritchard has been at Amtrak for over 17 years. Starting as a Ticket Clerk, she became a Statistical Clerk and is now a Secretary I, supporting the New Orleans District and the Southern Division. In 2005, Stephanie was displaced by Hurricane Katrina; despite this tragic experience, she kept a positive attitude and was inspirational to others impacted by the storm. Butch Williams, Assistant Superintendent Road Operations, says, "Stephanie is a great asset and an outstanding employee."

She has initiated many cost-saving and cost-avoidance efforts and assists with increased productivity by making sure the operations crew has the tools it needs to effectively perform its tasks.

Stephanie always has new ideas and suggestions to keep employees interested and involved in safety measures. She developed a pocket safety calendar with a monthly theme for New Orleans employees, and it was subsequently adopted by the Southern Division. She has led blood drives with the Red Cross at safety fairs and works with Operation Lifesaver to inform the public of the hazards of crossing the tracks.

Marion "Dennis" Rector

Material Control Clerk, Procurement and Materials Management, Indianapolis, Ind.

Marion "Dennis" Rector has been a Material Control Clerk at Amtrak since beginning his career on August 14, 1989. The only time Dennis varied in his work was when he transferred from the Beech Grove Air Brake department in 2002. This was a bit of a

transition, as he came from a small shop and moved into a very large warehouse facility that distributes material to over 16 states and 35 terminals.

"Dennis," says nominator Penny Wessel, "is a very conscientious employee that takes pride in his work and is very dependable, safety oriented, trustworthy and an asset to any team." He arrives early each day and can often be found assisting others in the performance of their duties. That conscientiousness is continually seen in Dennis's responsibility for putting away material received from vendors and terminal locations. He is very cautious and verifies all materials before they are put away to avoid confusion. His co-workers find satisfaction in his meticulous nature and the care with which he watches over materials.

"He is a very productive member of any team, as well as consistent in his work," say colleagues Ms. Wessel and Ms. Alice Lockett. Many of Dennis's co-workers reiterated this statement because in the past, small tools were going missing or getting lost. Through his dedication, attention to detail, and commitment to protecting company assets, Dennis guarantees that the service and operations of his department are accurately monitored. Longtime co-worker Rick Walker says that Dennis is always busy doing his job or helping someone else.

Lysa M. Ridley-Jones

Lead Ticket Agent, Transportation/Operations, Atlanta, Ga.

Lysa M. Ridley-Jones started at Amtrak on April 30, 1986, as a Reservation Sales Agent. She held several different positions over the years before settling into her most valuable role as the Lead Ticket Agent at the Atlanta station.

Atlanta is a small station; between 100 and 150 passengers fill the building at train times. Customer satisfaction is Lysa's middle name. Regular riders often ask for her — if not by name, then by describing her friendly, smiling face and helpful attitude. Her supervisor of five years, James Drummond, describes Lysa as "my right hand." She routinely researches vendors to get the best price on station maintenance and remodeling work; in one case, her diligence saved Amtrak over \$3,200 on restroom tile work.

Lysa has been involved in several instances where she has successfully returned customers' lost or stolen luggage and other personal items. Once, her quick-witted instincts and heroic actions served to protect an individual who was being abused and held against her will. In addition, Lysa has thwarted numerous credit card frauds and is considered the "eyes and ears" of the Amtrak Police Department in Atlanta. These kinds of actions demonstrate the seriousness of her service quality commitment. Lysa is also an Operation RedBlock peer counselor. She maintains no boundaries and many times has come in from home to help employees in need of assistance.

Glennis L. Robinson

Manager, Food and Beverage Standards, Marketing, Washington, D.C./Wilmington, Del.

Glennis L. Robinson has been with Amtrak for over 36 years. She advanced from a Commissary Accounting Clerk to Manager of Food & Beverage Standards, and in the intervening years held positions as a TPMS Clerk, Lead TPMS Clerk, and Commissary Supervisor. She was a major part of transitional changes within the company in early 2009; she assisted vendors managed Amtrak's Commissary facilities as well as training incoming Aramark personnel.

Glennis manages the Supplier Module database for Aramark to effectively map vendor data to the financial system in A/P. She corresponds with Finance, IT, F&B and the Executive Chefs to ensure the pricing process is accurate for each train system. Glennis reviews the Eatate database to ensure it is depleted of obsolete inventory items, and her co-worker Mr. Ikemiyashiro states that "she is the guru, the specialist on Eatate ... a positive perfectionist."

She has not hesitated throughout her career to invest a vast amount of her personal time, efforts, knowledge and skills to ensure that the accounting practices are accurately performed on each system she operates. She guards the systems for accuracy and trains the personnel on the databases to ensure that all are in accord. Due to these selfless commitments, Glennis has affectionately been named "the Gatekeeper."

Diane Sanders

Transaction Specialist, Human Resources and Diversity Initiatives, Wilmington, Del.

Diane Sanders was hired in 1972 as a Personnel Clerk in the Human Resources department (HR). She works tirelessly to hone her skills, share her knowledge and foster the goals and initiatives of the HR team.

For many years, Diane has been the subject matter expert on Amtrak's SAP system. She is the repository for organizational charts and data collection, personnel codes and HR procedures. Diane also facilitates the language between Amtrak's payroll and HR systems. She shares her knowledge patiently, teaching new processes and explaining old ones, and she is dedicated to helping her fellow managers across the Amtrak system master the operating, administrative and communication procedures that run through the HR system. For 38 years, through various changes in leadership and mandates, reductions in force and other distractions, Diane has remained the ultimate team player.

Diane is able to bridge the old and the new. If a colleague encounters a problem — an old code or a seemingly confusing routing, Diane can show what the code had meant, provide the current equivalent, and explain how the situation arose. Executive Committee member Lorraine Green says, "Diane is a hard working, dedicated employee who always makes herself available to help out with any assignment."

Andy Saucedo*Conductor, Transportation, San Antonio, Texas*

Andy Saucedo joined Amtrak on February 13, 2004, as a Conductor and has been making a positive impression ever since with his overall fantastic attitude.

Andy always takes the necessary steps to ensure the company is able to provide the best service possible. He keeps his passengers informed and assists them in any way he can. He is always willing to roll up his sleeves and pitch in wherever he is needed, whether that is helping the baggage crew load and unload suitcases and parcels, or filling in as a temporary Road Foreman or Trainmaster. He never shies away from taking the lead and instructing others to guarantee a smooth operation. Andy has gained the respect of his peers and all of those working on board with him.

His confidence, attention to detail, and calm presence make Andy a wonderful role model to other conductors; due to these qualities, he was selected to be a member of a small group of fellow conductors who served as instructors for new on-board credit card machines; over the course of three to four weeks, the group taught other conductors how to operate and maintain these machines. Proper training has helped to greatly improve productivity and streamline the on-board ticket purchasing process.

Lisa A. Shahade*Assistant Chief of Police, Amtrak Police Department, Philadelphia, Pa.*

Assistant Chief of Police Lisa Shahade has provided outstanding service and commitment to Amtrak's Police Department for over 20 years. She started her career as an Officer in 1987. Lisa is very customer focused. Even when she is off duty, Lisa acts as though she is on duty. She was described by Police Chief John O'Connor as a "work-horse and very energetic. Lisa is the primary engine of who we are."

"Lisa has broken the glass ceiling by being promoted to the rank of Assistant Chief. She graduated from the FBI National Academy and was the first to do so from APD. She has been a positive role model to all and especially female officers within the law enforcement community. Lisa lives and breathes Amtrak and knows how to get things done," says Captain King Lee.

Mary Ann Lorimer, a Director at the Amtrak Police Department, knows that "Lisa is thorough, committed and compassionate. She has a very balanced management style, which takes into account both the business and the employee — a win/win approach that solicits employee engagement and a desire to succeed. She has the respect of all levels of management and is a true winner!" Her co-workers agree that Lisa is "a great mentor and leader." She always ensures that the group is doing the right thing ... she is very inspirational and remarkable at everything she does."

Alfreda Smith*Ready Crew, On-board Services, Chicago, Ill.*

Alfreda Smith has served as a Train Attendant since 1983 and moved into her current Ready Crew position in 1985. She exhibits excellent overall job performance by maintaining a positive outlook in all her duties. Alfreda is the "ears and eyes" of the Ready Crew in all operations due to her wonderful organizational skills.

Alfreda protects stock by making sure that all unused items are returned and recorded. Anyone who knows Alfreda is aware that she is always busy doing something related to her tasks or lending a helping hand. She takes pride in making sure all her cars are ready by making beds and sacking pillows at the assigned time. Through her example, the other Ready Crew members realize that they all are accountable and can get more done working together.

Particular on details, Alfreda is assigned to special moves such as the construction of the National Train Day displays. She often assists with setting up cars from shop on her own initiative until her colleagues arrive to help. Her customers are the OBS employees, and she does a great job of sending them off in good shape as far as preparing their equipment for passengers. If she can get her co-workers started right, they in turn have an advantage in providing good service to the passenger.

Victoria A. "Vicky" Smith-Davis*Lead Service Attendant, Transportation, Washington, D.C.*

Victoria A. "Vicky" Smith-Davis joined Amtrak on May 16, 1988 and has always done exceptional work on long-distance Dining cars, corridor Caf  cars, and the *Acela* service out of Washington, D.C.

Whether it is the duties of her position, her role as a mentor in the Pilot Mentor Program, or her expertise in developing train couplets, she performs well and with a great attitude. During delays or disruptions in service, she maintains her focus on the customer time and again. As a co-worker stated, "Vicky knows how to make our issues not part of the passengers' experience. Whether she is interacting with a passenger, or a co-worker, Vicky is an employee whose contributions to the company have extended throughout her career." Another co-worker points out that "she will always ... assist a customer or another employee ... ask Vicky 10 ways to do something and she is more than willing to give advice — but it will always be the correct way, never a short cut."

Victoria A. Smith-Davis exemplifies superior customer service. When her co-workers past and present were told of her nomination for the PSSA, there was consensus from everyone interviewed that Vicky was very deserving of the award. She is consistently described as an excellent LSA whose performance has never wavered.

Michael S. "Mike" Sullivan*Operations Supervisor, Transportation, Chicago, Ill.*

Michael "Mike" S. Sullivan began his career with Amtrak on September 13, 1974. Prior to his current job as Operations Supervisor, Mike held positions in the commissary, as an OBS Inspector and Chief of On-Board Service. He has spent a lifetime directly caring for our passengers or watching over his co-workers while they strive to provide excellent customer service.

In his position as 'Ready Crew' Supervisor in Chicago, Mike is the liaison between the Mechanical department, the commissary, and the OBS crews. He has seen and experienced all the problems firsthand, and through this experience he knows how to address issues that may affect a train before its departure.

Colleague Jim Brzezinski says, "It takes many individuals and departments to get a train safely out of its originating station. Mike is the glue that keeps it all together." Another co-worker added, "There is never a doubt with Mike Sullivan, that we will have what we need. He is the one I want watching my back."

Nancy "Charlene" Todaro*Secretary, Mechanical, Wilmington, Del.*

Nancy "Charlene" Todaro began her career with Amtrak on May 11, 1998, as a Clerk Typist. She has held numerous clerical positions in the Mechanical, Transportation and Police departments, and became a Secretary in the Mechanical department in 2007.

John Wood, Superintendent of the Wilmington Maintenance Facility, states: "Charlene came to the Mechanical department with no acquaintances. It is very difficult for an employee in her position to get started. Through her knowledge and ability, coupled with her positive and helpful attitude, she makes her job appear effortless."

Charlene's organizational skills have enabled her to redefine management's role towards the employees of the Wilmington Maintenance Facility. Managers and co-workers agree that Charlene is a valuable resource because she is very knowledgeable, considerate, kind, patient, supportive, and helpful. She is always willing to assist and responds to requests in a timely manner. She is trustworthy and reliable. She is truly a leader who is highly rated by her peers. "Charlene worked for the Amtrak Police Department for several years and has always performed exceptionally. She is a team player and a great asset to the company," says Assistant Chief of Police Lisa Shahade.

Carol W. Todd*Director, Resource Systems Application Development, Information Technology, Washington, D.C.*

Carol W. Todd was hired in 2000 as a Manager in the Information Technology department. In her 10 years at Amtrak, she has excelled in all areas of the job, progressing to her current position as the Director of Reservations Systems Application Development.

Carol manages the team supporting the Arrow reservation system. She has led her staff to achieve very strong availability performance, even as the application and hardware have undergone consistent change. Carol never hesitates to take the lead on a project, she is always responsive to her clients and understands how to utilize her staff to get the best results. The Senior Director, IT Program Delivery said that Carol has a quiet leadership style, and provides coaching and mentoring to allow people to develop their skill sets.

The Arrow reservation system is the behind-the-scenes look at how Amtrak generates revenue. It allows tickets to be booked and passengers to travel. Carol and her team work diligently to prevent breakdowns that can directly affect revenue and goodwill. Through Carol's vigilance and constant attention to Arrow, Amtrak has achieved one of the highest levels of reservation system reliability in the travel industry.

George Vogel*Supervisor, Reservation Sales Contact Center, Philadelphia, Pa.*

George Vogel began his Amtrak career in 1995 and has consistently delivered excellence in all he does. He has worked as a Baggage man, Reservation Sales Agent, and Customer Relations Representative. Since 2004 he has been a supervisor at the Mid-Atlantic Reservation Sales Contact Center.

George has gained the respect and admiration of his managers, peers and employees, all of whom describe him as possessing superior listening skills. He is willing to help, show and share what he knows, and is innovative, helpful, fair, and caring. He is also a technical wiz and an extremely knowledgeable and exceptional supervisor.

Although he volunteers on numerous projects, according to his manager Ron DeShields, the additional tasks have never affected his ability to maintain a high level of team performance. His group consistently exceeds the office average in revenue-per-hour and maintains high productivity.

David A. Wease*Conductor, Auto Train, Lorton, Va.*

David A. Wease was hired as an *Auto Train* Conductor in 1986 after working for several years in a similar capacity on a freight railroad. He is well known for his out-

standing customer service skills, attention to detail, mentoring, and most importantly, his strong ability to “lead the team.”

David is the definition of professionalism, and is very visible in his capacity as a conductor on the *Auto Train*. He always takes an active role in the services being provided by the train crews, as well as the OBS staff, and is continually looking for ways to improve those services. David is like a shepherd tending his flock: he does not just collect tickets, but is constantly aware of what is going on. He makes things look easy and knows and respects his audience — the customer!

He is one of those individuals who cares, has an extensive knowledge of trains and equipment, and will never hesitate to tackle and remediate a problem. He works with fellow crew members to form a cohesive unit. David is no stranger to decision making, has the ability to lighten-up a tense situation, and always maintains a calm demeanor. His attitude, integrity, and character are second to none! With David, it is all about experience, professionalism and extra effort, which allows him to do an exceptional job that exceeds performance norms. David is a good, solid employee who is “all business.”

Carla Wright

Environmental Specialist, Environmental Health and Safety, Philadelphia, Pa.

Carla Wright started her career with Amtrak on June 14, 1999, as a Timekeeper and then moved on to work in the maintenance shop as a Clerk. She next worked as a Secretary in the Training department and later that year became a Computer Technician in the Amtrak Police Department. Finally, Carla entered Environmental Health and Safety to work as an Environmental Operations Specialist.

Carla is currently leading the company’s effort to increase recycling at stations and other facilities throughout the country in support of Amtrak’s commitment to a greener America. Her coordination continually assures communities and passengers of our dedication to a healthier America. Carla works with personnel from each station to select appropriate vendors for hauling recyclable materials.

Joanne Maxwell, who has worked with Carla on various environmental programs, says that she is impressed with Carla’s computer skills and ability to understand project fundamentals. Dave Domzalski, who nominated Carla for this award, was also impressed with Carla’s computer skills and how she used them to assist several APD managers on short notice to complete time-sensitive projects.

Brenda S. Yater

Lead Ticket Clerk, Transportation, Grand Junction, Colo.

Brenda S. Yater began at Amtrak in March 1991 at Grand Junction station. Tim Gallagher, Manager, On-Board Services for the *California Zephyr*, nominated Brenda and says, “Ms. Yater is one of the key support people for me as the Train Manager for the *California Zephyr* ... Brenda is invaluable in understanding her importance to the success and support of the *Zephyr*.”

Brenda is unfailingly consistent in her customer service as she handles all aspects of ticketing, baggage and station maintenance. Everything that she does is accompanied by an exuberant, upbeat approach. Brenda sees what needs to be done, and makes suggestions for improvements. One example concerns the baggage float; thanks to her, it now has canted edges to improve stability, and rubber matting has been added to cushion passengers’ bags as well as to provide a “non-skid” safety feature.

She demonstrates her leadership qualities through her excellent communication skills and respect for teamwork. The T&E crews, *California Zephyr* managers, and Customer Service supervisors know they can count on her when a situation arises, whether it is a service disruption or the handling a specific request. Brenda always volunteers to do whatever is necessary and anticipates what might be needed.

ENVIRONMENTAL ORGANIZATION OF THE YEAR

Southwest Division

In recognition of exemplary environmental performance, the Southwest Division has been named the Amtrak Environmental Organization of the year.

The Southwest Division earned high scores on their environmental compliance audits, which measures not just environmental regulatory compliance, but a commitment to pollution prevention and waste minimization. In addition, the Southwest Division leads Amtrak with outstanding recycling programs on board trains, as well as at yards and stations. Two other projects demonstrate a commitment to environmental stewardship in the division. The first is the Car-Free Santa Barbara program, which encourages train travel while reducing air emissions and traffic congestion. The second is the *Heartland Flyer* bio-diesel trial, which is testing a mixture of 20 percent bio-diesel and 80 percent diesel fuel for one year to determine the impact of the fuel on the engines in Amtrak locomotives.

Employee Milestones

Congratulations to All of You!

20-Year Anniversary October 2010

ASCIOLLA, GARY
Providence Station

BALLARD, STEVE
Wilson Station

BEAN, RONNIE
*Beech Grove
Maintenance Facility*

BENAVIDES, SALVADOR
*San Diego Station/
Mechanical*

CARME, CHRISTOPHER
Springfield MA Station

CHAMBERS, BILLY
Jacksonville Station

CHERUBIN, MARIE
Sunnyside Yard N.Y.

CORLEW, ROBERT
*Mid-Atlantic Reservation
Sales Contact Center*

CURTIS, LUTHER
*Western Reservation
Sales Contact Center*

DAMERON, BRENDA
Sanford Station

DAVIS, TERRI
Phila. 30th Street Station

FINN, EDWARD
Boston South Station

HAILEMARIAM, FIORI
South Hampton St. Yard

HOGGAN, JOHN
Springfield Station

KIFLE, EDEN
*CA Reservation Sales
Office*

LIPSCOMB, WAYNE
Washington Crew Base

LOVATO, PETER
Sanford Station

MAGALLANES, MARTHA
*Western Reservation
Sales Contact Center*

MC CLINTON, RALPH
*Chicago Locomotive
Shop*

METZ, KENNETH
Penn Station New York

MILLER, BRYAN
*Beech Grove
Maintenance Facility*

MUNGER, MAURICE
Boston South Station

NELSON, DAVID
Corp. HQ, Wash., D.C.

REDDICK, MIRIAM
Material Control Facility

RIETEL, LOUIS
*Beech Grove
Maintenance Facility*

SANICHARRA, RAYMAN
Sunnyside Yard N.Y.

SMITH, KARL
Portland Crew Base

THOMAS, PARAYANKAVIL
*Chicago Locomotive
Shop*

TRAM, ARTHUR
Washington Crew Base

25-Year Anniversary October 2010

CHRISTMAS, DANIEL
Quad Ave. M/W Base

FINN, MICHAEL
Boston South Station

GRANDY, JESSE
Baltimore Station

KISH, BARNABAS
Penn Station New York

LUCAS, JESSE
Chicago Offices

PALOCHKO, ROBERT
*MOW Base, Hamden,
Conn.*

STOKES, GAILLA
Phila. 30th Street Station

WHITEHEAD, JACQUELYN
Dallas Station

30-Year Anniversary October 2010

ACEVES, MARIA
Los Angeles Offices

ALFREDSON, EDWARD
*Chicago Mech.&Terminal
Offices*

BATTS, JIMMIE
*Western Reservation
Sales Contact Center*

BERNIARD, SHARON
Bakersfield Station

BOGARDE, BRIAN
Baltimore Station

BORMANN, CURT
Los Angeles Offices

Employee Milestones

Congratulations to All of You!

BREEDEN, BRENDA

Los Angeles Offices

CAPRONI, WILLIAM

Phila. 30th Street Station

CARPENTER, JOSEPH

Rensselaer Mech. Facility

CLARK, KELLEY

New Orleans Station

COKER, JOYCE

St. Louis Station

CONWAY, JAMES

Hartford Station

COSENTINO, DANIEL

Penn Station New York

DE LIA, DOUGLAS

*Mid-Atlantic Reservation
Sales Contact Center*

DIANGELO, ANTHONY

Phila. 30th Street Station

DIBONA, JOANN

*Work From Home
Philadelphia CC*

FARRINGTON, MARY

Salem Station

FORSTROM, ROBERT

CNOC

FOURNARAKIS, PAUL

Wilmington Shops

GADDIS, DARRYL

*Mid-Atlantic Reservation
Sales Contact Center*

GALLANT, DAVID

Raymond Plaza West

GILLESPIE, BERNARD

Lancaster Station

HALL, THOMAS

*Wilmington Training
Center*

HARRISON, SHARON

Philadelphia Coach Yard

HUSS, KATHRYN

Phila. 30th Street Station

JACOBS, DIXIE

*C&S Repair Shop
Lancaster, Pa.*

KLAUSER, GARY

Penn Station New York

LEWIS, DANIEL

Sunnyside Yard N.Y.

LOCKETT, KENNETH

Adams MW Base

LONG, THOMAS

*Albuquerque T&E Crew
Base*

MARSHALL, THERESE

*Mid-Atlantic Reservation
Sales Contact Center*

MASCOLA, EDWARD

New Haven Station

MATTHEWS, DANIEL

*NW Base, North
Brunswick, N.J.*

MCDOWELL, PERSELL

Rensselaer Mech. Facility

MERRELL, JOHN

Phila. 30th Street Station

MILLER, TERESA

Sanford Station

MITCHELL, JOANN

*Work From Home
Philadelphia CC*

MORRISON, JOHN

Wilmington Shops

MULLINS, BRUCE

New Orleans Station

PARKMAN, RANDOLPH

Sunnyside Yard N.Y.

ROE, SHARON

Corp. HQ, Wash., D.C.

ROSIAK, STEPHEN

Wilmington Shops

SHANKS, GALE

Pelham Tower

SHOWALTER, RICHARD

Phila. 30th Street Station

SIMMONS, ROBERT

Wilmington Shops

STONER, THOMAS

*Beech Grove
Maintenance Facility*

TIERNEY, MARGARET

Corp. HQ, Wash. D.C.

TUCKER, STANLEY

Los Angeles Offices

WARFIELD-WEST, LILLIAN

Phila. 30th Street Station

WESSEL, ALEX

*Beech Grove
Maintenance Facility*

35-Year

Anniversary

October 2010

AUSTIN, THOMAS

Utica Station

BALMACEDA, RANDOLPH

Penn Station New York

CAMPBELL, MICHAEL

Depew Station

CAREY, JAMES

Harrisburg Station

DALKA, WADE

Depew Station

DANT, KEVIN

CNOC Justison

HAFFNER, DAVID

*Chicago Mech.&Terminal
Offices*

JOHNSON, JAMES

*Washington Union
Station*

MEHLICK, ROBERT

Cincinnati Station

MOORE, KENNETH

Centralia Station

RICHARDSON, DEBRA

Corp. HQ, Wash., D.C.

RIGA, DENNIS

Sunnyside Yard N.Y.

THOMAS, WILLIAM

Charlottesville Station

Retirees

September 2010

SWEET, CHARLES

Phila. 30th Street Station

Retirees

September 2010

BADU, KODWO

Florence Station

BENOIT, JOHN

*Chicago Locomotive
Shop*

BINION, FRANCIS

Caltrain Main Office

BIONDO, PAUL

Rensselaer Mech. Facility

BODDIE, RUDOLPH

Butler Bldg

BOWMAN, MARCIA

Chicago Union Station

CHU, TONG

Sunnyside Yard N.Y.

CLARK, DANNY

Ivy City Maint. Facility

CRISCITIELLO, JOHN

New York Division HQ

DAMICO, LOUIS

*Chicago Mech.&Terminal
Offices*

DARLING, DELORES

Miami Mechanical Yard

DEAN, ROBERT

Bear Car Shop

DEARLOVE, JEANNINE

*Beech Grove
Maintenance Facility*

DEEMS, EDWARD

Odenton MIW Base

DIGGS-MURRELL, NORMA

Sunnyside Yard N.Y.

DUJNIC, RANDOLPH

C&S Construction

EVANS, CHARLES

*Chicago Locomotive
Shop*

EVANS, THOMAS

Bear Car Shop

EXUM, ANGELA

Wash. Union Station

FOWLER, TRACY

Rensselaer Mech. Facility

FUTRELL, BARBARA

St. Louis Station

GAWRONSKI, ANTHONY

Sunnyside Yard N.Y.

GIMBUTAS, A

Wilmington Shops

GRADY, FRANCIS

*MOW Base Hamden,
Conn.*

GUZZARDO, MICHAEL

*NW Base, North
Brunswick, N.J.*

HENNING, KENNETH

Philadelphia Coach Yard

HERZOG, RUDOLPH

Phila. 30th Street Station

HUFFMAN, GREGORY

Phila. 30th Street Station

HUNTE, RONALD

Penn Station New York

KOPPERUD, MARLENE

Salisbury T&E Crew Base

LINSCOMB, KENNETH

Los Angeles Offices

MELTON, RICHARD

C&S Construction

MOBLEY, BENNIE

Miami Station

MORRIS, LEE

Chicago Crew Base

MOSCO, AUGUST

*Chicago Mech.&Terminal
Offices*

O'MALLEY, THOMAS

Phila. 30th Street Station

PAGE, JERRY

*Beech Grove
Maintenance Facility*

REED, JAMES

New Haven Station

RICHARDS, MICHAEL

Wilmington Shops

RICHARDS, RONALD

*Pinnellas Park/St. Pete
Station*

ITTER, MAUREEN

*Mid-Atlantic Reservation
Sales Contact Center*

SELLERS, BRUCE

Corp. HQ, Wash., D.C.

SHANNON, CAROL

Oakland Station

SHAW, RUSSELL

*Los Angeles 8th St.
Coach Yard*

SHEA, JUDITH

Los Angeles Offices

SLONINA, ANTHONY

Boston South Station

STALLONS, GWENDOLYN

Jacksonville Station

STOGNER, JAMES

Jacksonville Station

TARKKA, STEVEN

Phila. 30th Street Station

VOGLEZON, NEVILLE

Corp. HQ, Wash., D.C.

WALKER, JOHN

Trenton Station

WASHINGTON, JOAN

New York Division HQ

WELLS, JOSEPH

Providence Station

WILSON, LYDIA

Baltimore Station

WOOD, JOHN

Washington Crew Base



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New *Auto Train* Station Now Open



Chairman of the Board of Directors Tom Carper speaks before a group of local, state and federal officials assembled to celebrate the opening of the Sanford Auto Train station.

Amtrak Board Chairman joined local, state and federal officials, including Reps. Corrine Brown (D-Fla.) and John Mica (R-Fla.), on Oct. 18 to mark the opening of the *Auto Train* Station.

Amtrak received \$10.5 million in federal stimulus funds to reconstruct the station. The original facility sustained extensive damage during the 2004 hurricane season and part of the waiting room had since been sheltered in a tent. At about 10,000 square feet, the station now seats 600 passengers and is about four times larger than its predecessor.

"The *Auto Train* is an example of how good stations, modern equipment and competent operation make good service — we've made the investments, and passengers are reaping the benefits," said Carper. ■