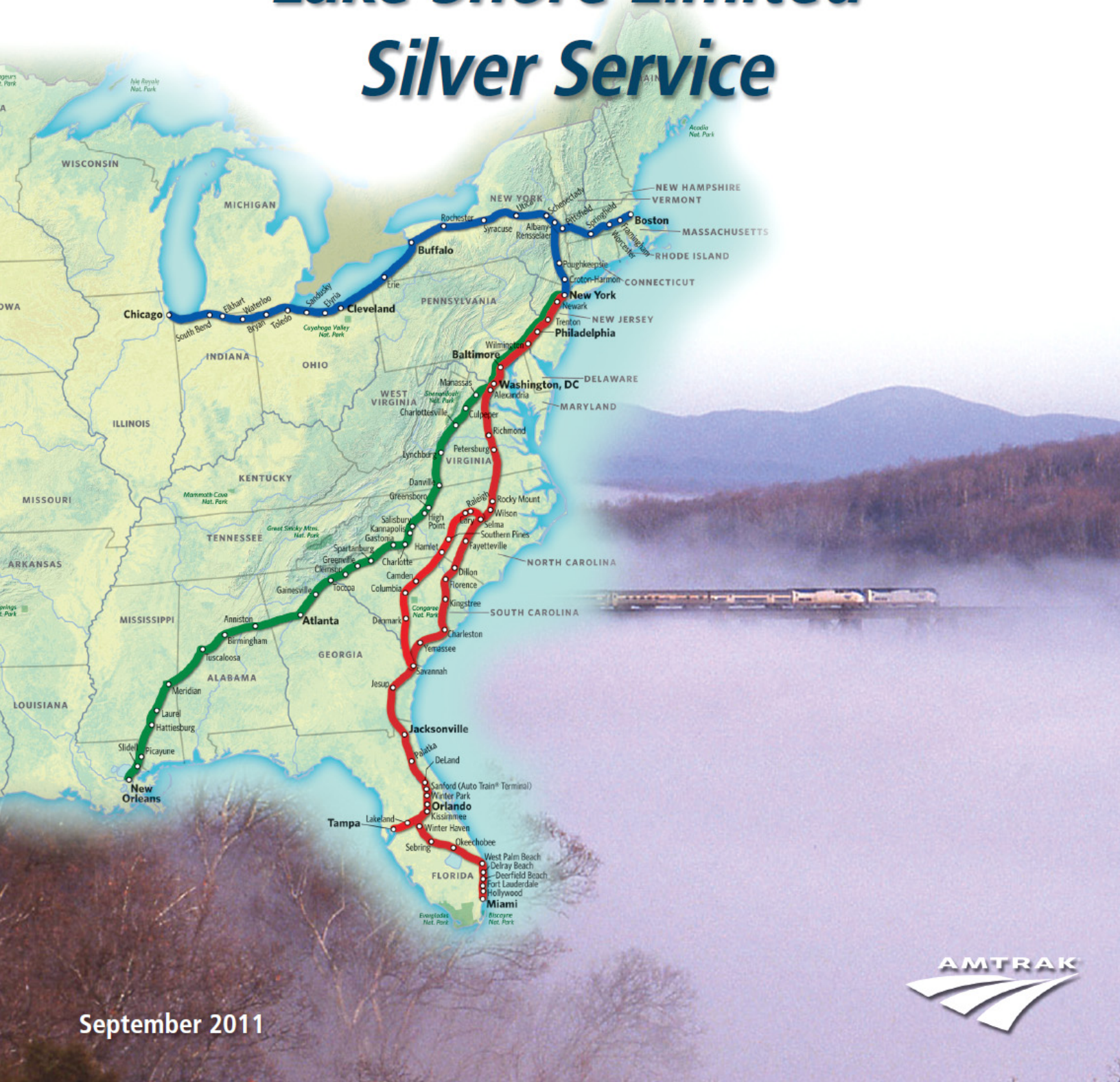
PRIIA Section 210
FY11 Performance Improvement Plan

Crescent
Lake Shore Limited
Silver Service



AMTRAK

September 2011

Fiscal Year 2011 Performance Improvement Plans for Five Eastern Long-distance Passenger Train Routes:

- *Lake Shore Limited*
- *Crescent*
- *Palmetto*
- *Silver Star*
- *Silver Meteor*

The *"Silver Service"*

PRIIA Section 210 Report for FY 2011

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Executive Summary

In accordance with Section 210 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA), Amtrak has developed and commenced implementation of the plan described in this report to improve the performance of five of its Eastern long-distance routes: the *Silver Star*, *Silver Meteor* and *Palmetto* (collectively the *Silver Service)*; the *Crescent*; and the *Lake Shore Limited*.

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

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

EXECUTIVE SUMMARY

In 2010, Amtrak published Performance Improvement Plans for the first five routes. This report describes Amtrak's plans to improve the five routes in the middle tier of performance.

With the exception of the New York-to-Chicago *Cardinal*, for which Amtrak developed a Performance Improvement Plan last year, the five routes examined this year comprise all of Amtrak's Eastern long-distance routes operated with single-level equipment. All of these routes have New York City as one of their endpoints. The routes and their endpoints are:

- The *Crescent* — New York to New Orleans via Atlanta
- The *Lake Shore Limited* — New York and Boston to Chicago
- The *Silver Star* — New York to Miami via Raleigh and Tampa
- The *Silver Meteor* — New York to Miami via Charleston
- The *Palmetto* — New York to Savannah

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

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

Route-Specific Performance Improvement Initiatives

Crescent Initiatives

Switching out cars in Atlanta to match capacity and demand: Greater travel demand exists on the *Crescent* route north of Atlanta due to higher population density. To add capacity and lower costs, Amtrak proposes to lengthen the *Crescent* by one coach on the route segment north of

Atlanta and shorten the train south of Atlanta by switching off of the train two or three coaches, the lounge car, and one locomotive. These cars would be serviced at Atlanta during the day and added to the evening northbound train back to New York. This proposal is forecast to reduce operating costs while increasing capacity, ridership, and revenue north of Atlanta, where Amtrak is currently turning away customers due to lack of capacity. Switching cars in Atlanta will require agreement with the host railroad, Norfolk Southern.

Pilot Thruway feeder bus routes will add ridership and revenue: To increase ridership and revenue while expanding the reach of the intercity passenger rail network Amtrak proposes to establish feeder Thruway bus routes connecting the *Crescent* to Macon, Georgia; Columbus, Georgia; Chattanooga, Tennessee; Montgomery, Alabama; and Jackson, Mississippi. New passengers attracted by these feeder routes would utilize a portion of the newly created coach capacity north of Atlanta.

Increased sleeping car staffing efficiency: On a pilot basis, Amtrak proposes to staff the two sleeping cars on the *Crescent* with one attendant instead of the current two attendants, reducing costs and opening up an additional roomette for revenue space. This efficiency gain would be made possible by consolidating the rooms occupied by the on-board service crew into one sleeping car. The sleeping car attendant would then serve contiguous rooms in one car and a portion of the second car, as is the practice on most western long-distance trains.

Lake Shore Limited Initiatives

A more attractive schedule from Chicago to New York and Boston will increase ridership and revenue. Amtrak proposes to restore the *Lake Shore Limited*, which currently departs from Chicago at 9:30 PM, to an earlier schedule that is expected to be more attractive to customers. The current schedule, adopted several years ago during a period of very poor on-time performance by the *Lake Shore Limited* and connecting trains from the West, is sub-optimal in terms of generating ridership and revenue. Since an earlier schedule that would avoid interference with rush hour operations at New York's Penn Station would also require adjustments to the schedule of the *Capitol Limited*, this initiative will not be pursued until tunnel clearance work on the *Capitol Limited* route is completed.

EXECUTIVE SUMMARY

Converting the *Lake Shore Limited* dining car to a "club-diner" is expected to improve financial performance and customer service. In this pilot initiative, the dining car will operate as a cashless club-diner in which payments will be made by credit/debit cards; the diner will have extended hours for beverage service; and the lounge car menu will be upgraded to provide coach passengers wanting freshly prepared foods with an alternative to purchasing full meals in the diner. These changes will increase food service options and allow diner staff to serve customers during time now spent accounting for cash transactions. Separately, an analysis of meals served in the dining car was conducted and it was determined that one less food service employee would be required during off-peak periods.

Improved on-time performance at intermediate stations: Amtrak plans to adjust the westbound *Lake Shore Limited* schedule to improve on-time performance at intermediate stations between New York and Cleveland, which is expected to increase customer satisfaction.

Silver Service Initiatives

Adding stops in Virginia at existing Amtrak stations currently skipped by the *Silver Service* trains is forecast to increase ridership and revenue. Amtrak plans to add a stop for the *Palmetto* in Quantico, and for the *Silver Star* in Fredericksburg.

Additional Coach Capacity: In response to the *Silver Meteor* selling out during summer months, Amtrak has begun operating five coaches instead of four on the *Silver Meteor* during this peak period, which has generated additional ridership and revenue.

Adding new Thruway bus routes and improving an existing Thruway route is forecast to increase ridership and revenue. Amtrak proposes to initiate two pilot Thruway bus routes in North Carolina to connect Greenville, Kinston, New Bern, Havelock, Morehead City, Goldsboro, Wallace, and Wilmington to the *Palmetto* route at Wilson, North Carolina. Amtrak also proposes to add/modify stops on an existing Thruway bus route in Florida, running between Jacksonville and Lakeland, to increase ridership and revenue.

State of good repair improvements at various stations are necessary to provide safe and attractive facilities. Since most of these stations are not owned by Amtrak, Amtrak plans to

work with station owners to develop improvement plans and secure necessary funding. Although the financial impact of this initiative cannot be quantified, it is expected to improve overall customer satisfaction, ridership and operating efficiency.

Above: Canopy bracing in Sebring, Florida

Initiatives Common to All Routes

Amtrak is undertaking system-level initiatives to improve all of the routes discussed in this report. These initiatives include the following:

- Improved restroom cleanliness through redesigned trash receptacles and better signage to help reduce instances of toilets clogged by improper disposal of used paper towels.
- Cleaner windows through the use of glass treatments to prevent streaks and spots.
- A mechanical trouble assistance guide for on-board crews to correct minor mechanical issues while en route.
- Passenger "comfort packs" available for sale on board with a blanket, eye mask, etc.
- Improved testing of train public address systems at terminals.
- More attractive selection of menu items in lounges and diners.
- Point of Sale technology to streamline transactions and inventory management in the food service cars.
- The Customer Service Performance Metrics Integrator to closely track customer satisfaction with individual trains and crews and help management and crews improve service quality.
- Smoother ride in sleeping cars through better placement within the train consist.
- New equipment orders to replace unreliable and functionally obsolete cars and expand capacity to increase ridership and revenue.

In addition, a Customer Service Excellence program to train crews in customer service techniques, included in last year's PRIIA 210 Performance Improvement Plan, is currently being implemented on the *California Zephyr* route, and will be expanded to other routes if it proves successful and funding allows.

Forecasted Impacts

Taken together, the initiatives discussed above are forecasted by Amtrak's Finance Department to have the following impacts on ridership, revenue, costs, and net finances.

	Initiative	Incremental			
		Riders (000s)	Revenue ($m)	Net Cost ($m)	Net Benefit ($m)
Crescent	Consist and OBS Optimization (Atlanta Cut-off Cars)	38.3	$1.2	$(0.3)	$1.5
	New Thruway Bus Connecting Service Pilot	30.5	$3.7	$2.6	$1.1
	Modified Viewliner Staffing Pilot	0.7	$0.2	$(0.9)	$1.1
	***Crescent* Total**	**69.5**	$5.1	$1.4	$3.7
Lake Shore Limited.	Restore Earlier Chicago Departure	18.6	$2.0	$ 0.1	$1.9
	Club-Diner Pilot	0.0	$0.0	$ (0.4)	$0.4
	Intermediate Station Scheduling Improvements	0.0	$ -	$ -	$ -
	***Lake Shore Limited* Total**	**18.6**	$2.0	$(0.3)	$2.3
Silver Service	Station Stop Additions in Virginia	10.0	$0.9	$0.1	$0.8
	Increased Coach Capacity During Peak Periods	7.7	$0.9	$0.2	$0.7
	Thruway Bus Additions and Changes	20.0	$1.6	$0.9	$0.7
	Station Safety and State of Good Repair Improvements	0.0	$ -	$ -	$ -
	***Silver Service* Total**	**37.7**	$3.4	$1.2	$2.2
Total		**125.8**	**$10.5**	**$2.3**	**$8.2**

EXECUTIVE SUMMARY

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

	Crescent			Lake Shore Limited			Silver Service		
	Existing	Proposed	Change	Existing	Proposed	Change	Existing	Proposed	Change
Financial Results									
Passenger Related Revenue ($millions)	30.3	35.4	Up 17%	29.0	31.0	Up 7%	85.7	89.1	Up 4%
Fully Allocated Expenses ($millions)	70.8	72.2	Up 2%	64.4	64.1	Down 0.5%	185.0	186.3	Up 0.7%
Net: Revenue Minus Expenses ($millions)	(40.5)	(36.8)	Down 9%	(35.4)	(33.1)	Down 6.5%	(99.3)	(97.2)	Down 2.1%
Selected PRIIA Section 207 Performance Measures									
Fully Allocated cost Recovery (Revenue/Fully Allocated Operating Cost)	42.8%	49.0%	Up 6.2 pts	45.0%	48.4%	Up 3.4 pts	46.3%	47.8%	Up 1.5 pts
Direct Cost Recovery (Revenue/Direct Operating Cost)	73.6%	84.1%	Up 9.5 pts	75.1%	81.1%	Up 6 pts	85.7%	88.0%	Up 2.3 pts
Contribution (Loss)/Passenger Mile	($0.25)	($0.18)	Down 28%	($0.19)	($0.16)	Down 15.8%	($0.20)	($0.19)	Down 5%
Passenger Miles/Train Mile	168	210	Up 25%	228	244	Up 7%	191	197	Up 3%

Legend for Shading: Better | Worse

Implementation Plan

Amtrak intends to pursue implementation of the initiatives described above as soon as practical. A number of the initiatives, such as the fifth peak period coach on the *Silver Meteor* and some of the initiatives common to all routes, have already been implemented, and initial results have been positive.

However, it is important to emphasize that the implementation of many of the initiatives described in the plan, and the timing of implementation, is in many cases not within or not entirely within Amtrak's control. This is particularly true of initiatives, such as the Atlanta switching and related Thruway initiative on the *Crescent* route, that require capital expenditures, negotiations with host railroads, and/or are subject to significant operational challenges. Implementation of these initiatives, and realization of the financial, ridership and other benefits they are projected to produce, is dependent upon successful resolution of potential impediments and, where Amtrak-funded expenditures for capital or implementation costs are required, upon adequate levels of Federal funding.

1 Introduction

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

1.1 The Passenger Rail Investment and Improvement Act of 2008

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

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

1.2 Section 207 Service Quality Metrics

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

Financial / Operating Metrics

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

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

On-Time Performance (OTP) and Train Delay Metrics

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

Customer Satisfaction Metrics

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

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

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

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

1.3 Section 210 Performance Improvement Plans for Long-Distance Services

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

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

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

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

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

1.4 The Long-Distance Network of Routes

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

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

- Long-distance trains are the only intercity passenger rail service in 23 states and 223 communities.
- During fiscal year 2010 long-distance trains carried 4.5 million passengers. Those passengers rode 2.8 billion passenger miles — 44 percent of total Amtrak passenger miles.
- While long-distance trains provide an attractive option for vacation and recreational travel, the vast majority of passengers on the routes studied this year are making

"purpose trips", i.e., trips to take care of personal business, visits to family and friends, or business/school-related travel.

- Long-distance ridership increased 20 percent, and ticket revenue 27 percent, from fiscal year 2006 to 2010, despite a major economic recession.
- Ticket revenue from long-distance trains in fiscal year 2010 was $454 million.
- Some long-distance trains travel more than 2,400 miles, and pass through as many as 12 states and three time zones in a single run.
- The average long-distance passenger travels over 600 miles.
- Long-distance trains run primarily on tracks owned and maintained by private host freight railroads.

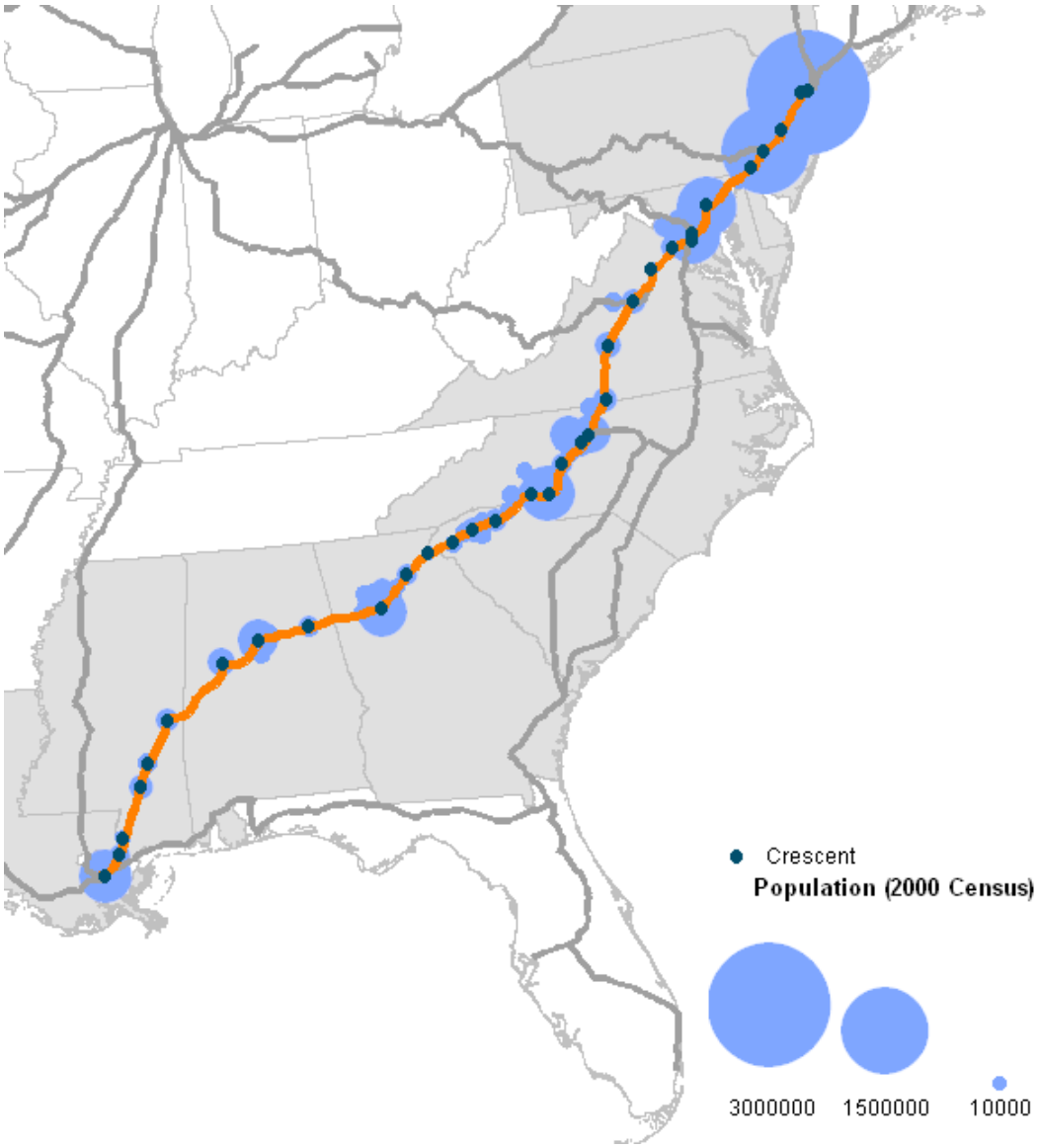
The national network of long-distance trains ties the nation together, reduces the costs attributable to other Amtrak routes due to sharing of facilities and services, and serves as a foundation for the growth of shorter distance high-speed and conventional intercity corridor trains.

Network effects from connectivity: In FY 2010 the five routes analyzed in this Performance Improvement Plan generated over 200,000 connections with other Amtrak routes. Connecting passengers accounted for $41.6 million in total revenue — $23.9 million on the five routes, and $17.7 million for other Amtrak routes.

2 Performance Improvement Plan for the *Crescent*

The *Crescent* is a daily long-distance train route with endpoints in New York City and New Orleans, Louisiana. It was one of the last major passenger routes to be operated by a privately-owned railroad, the Southern Railway, which operated the route from Washington, DC, to New Orleans until 1979 when the service was transferred to Amtrak.

2.1 *Crescent* Route Description



Population clusters served by the *Crescent* route.

The *Crescent*, numbered as train 19 southbound and 20 northbound, operates daily between New York and New Orleans via the Northeast Corridor, Washington DC, Lynchburg, Charlottesville, Greensboro, Charlotte, Atlanta, Birmingham, and Meridian, stopping at intermediate stations and smaller communities along the way. The train is named after the "Crescent City" of New Orleans.

Many host communities and states have invested or plan to invest in new or refurbished stations along the *Crescent* route. In some of the cities where needed investments have not yet been made, such as Atlanta, Georgia, and Birmingham, Alabama, plans are being developed or construction is about to begin on new intermodal stations facilities that will eventually improve service quality and connectivity, while also helping to spur local economic development.

Host Railroads:

The *Crescent* operates predominantly over Norfolk Southern, which is the host railroad on the 1,139 miles between Alexandria, Virginia and New Orleans, Louisiana. It also operates over Amtrak owned or leased tracks on the Northeast Corridor between New York and Washington (225 miles) and a short segment within New Orleans, and on CSX on the 8 miles between Washington and Alexandria.

19	◂ Train Number ▸					20
Daily	◂ Normal Days of Operation ▸					Daily
R	◂ On Board Service ▸					R
Read Down	Mile	▼		Symbol	▲	Read Up
2 15P	0	Dp	**NEW YORK, NY** (ET) –Penn Station	● QT	Ar	4 1 46P
R2 37P	10		Newark, NJ	● QT		D1 24P
R3 18P	58		Trenton, NJ	● QT		D12 41P
R3 55P	91		**PHILADELPHIA, PA** –30th Street Station	● QT		D12 08P
R4 19P	116		Wilmington, DE	● QT		D11 44A
R5 17P	185		Baltimore, MD-Penn Station	● QT		D10 55A
R6 30P	225		**WASHINGTON, DC** –Union Station	● QT	Ar	D9 53A
6 49P	233		Alexandria, VA	● QT		D9 32A
7 22P	258		Manassas, VA	○		8 35A
7 55P	293		Culpeper, VA	○		8 01A
8 52P	337		Charlottesville, VA	● QT		7 09A
10 00P	398	Ar	Lynchburg, VA (Roanoke)	● QT	Dp	5 56A
10 06P		Dp			Ar	5 52A
11 14P	461	Ar	Danville, VA	○	Dp	4 43A
12 15A	512	Ar	Greensboro, NC (Winston-Salem)	● QT	Dp	3 44A
12 22A		Dp			Ar	3 37A
12 39A	524		High Point, NC	○ QT		3 16A
1 17A	559		Salisbury, NC	○		2 32A
2 20A	601	Ar	**CHARLOTTE, NC**	● QT	Dp	1 46A
2 45A		Dp			Ar	1 21A
✱✱3 12A	623		Gastonia, NC	○		✱✱12 39A
4 14A	678		Spartanburg, SC	○		11 39P
4 54A	709	Ar	Greenville, SC	●	Dp	10 58P
5 01A		Dp			Ar	10 53P
5 39A	739		Clemson, SC	○		10 16P
✱✱6 15A	773		Toccoa, GA	○		✱✱ 9 40P
6 58A	810		Gainesville, GA	○		8 59P
8 13A	859	Ar	**ATLANTA, GA** (ET)	● QT	Dp	8 04P
8 38A		Dp			Ar	7 35P
10 00A	959		Anniston, AL (CT)	○ QT		3 59P
11 50A	1023	Ar	**BIRMINGHAM, AL**	● QT	Dp	2 24P
12 08P		Dp			Ar	2 15P
1 07P	1078	Dp	Tuscaloosa, AL	●	Dp	12 44P
2 58P	1175	Ar	Meridian, MS	●	Dp	11 07A
3 04P		Dp			Ar	11 02A
✱✱4 01P	1231		Laurel, MS	○		✱✱10 05A
4 38P	1260		Hattiesburg, MS	○ QT		9 30A
✱✱5 42P	1324		Picayune, MS	○		✱✱8 22A
✱✱6 07P	1342		Slidell, LA	○		✱✱7 57A
7 32P	1377	Ar	**NEW ORLEANS, LA** (CT) –Union Passenger Terminal	● QT	Dp	7 00A

Current *Crescent* Schedule.

2.2 *Crescent* Ridership Profile (FY 2010)

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

Annual Ridership (FY 2010)

Coach Passengers 264,912
Sleeper Passengers..... 33,776
Total..... 298,688

Average Travel Distance:

Coach Passengers ..... 526 miles
Sleeper Passengers..... 755 miles
Total..... 552 miles
Passenger Miles..... 165 million

Age of Adult Passengers
(children not included)

18-34.....8%
35-54.....23%
55+.....69%
Average Age.....58

Gender

Female 71%
Male 29%

Employment

Employed.....49%
Retired 41%

Education

College Graduates 58%

Household Income

Under $50K..... 35%
$50K - $100K..... 38%
$100K +..... 27%
Average $76K

Travel Party

Traveling Alone .....…57%
Group Travel 43%
Traveling with Family.....38%
Traveling with Friends.....4%

Trip Purpose

Business..... 11%
Non Business..... 89%
Visit Family/Friends 54%
Personal or Family Business..... 9%
Vacation (1+ Weeks)..... 13%
Leisure or Recreation..... 12%
School..... 1%
Other 1%

Increasing Ridership: Ridership for FY 2011 is up by 2.3% over FY 2010 from October 2010 through August 2011.

Travel Markets:

The route of the *Crescent* serves distinct travel markets:

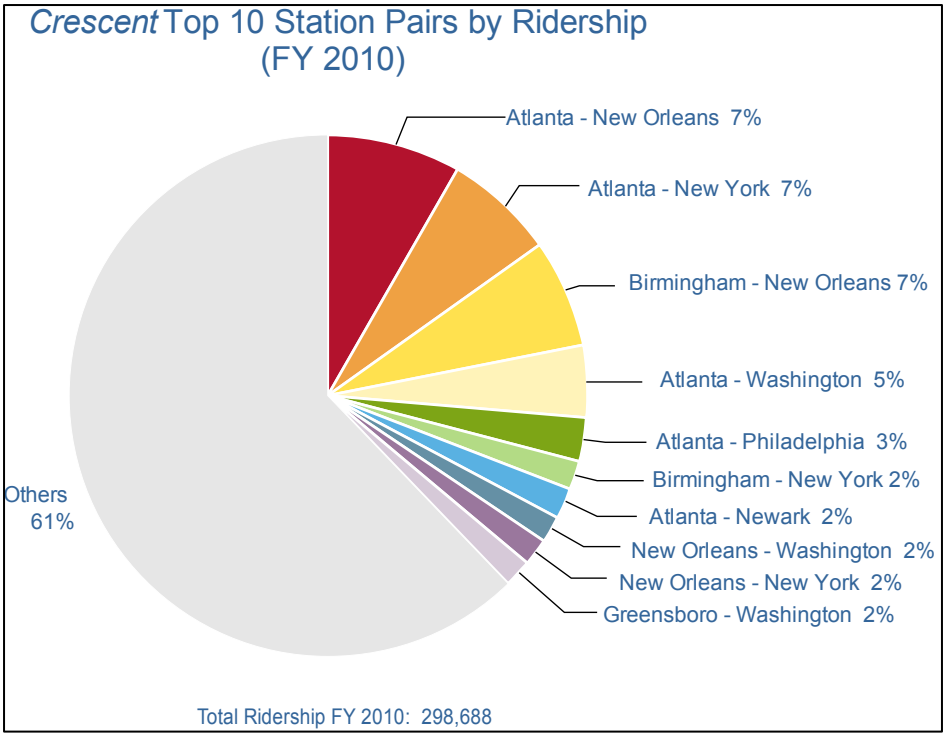
The northern route segment between New York and Atlanta traverses the densely populated areas of the Northeast Corridor and a corridor with several large and many mid-sized cities in Virginia, the Carolinas, and Georgia. Approximately 52 percent of passengers both board and detrain on this segment and do not travel south of Atlanta. These passengers contribute 63 percent of passenger revenue. This segment of the route has higher ridership, and the train frequently sells out even though average fares are higher (since Amtrak sets fares based upon ridership demand and available capacity). The *Crescent* operates as an overnight train on this segment, with convenient departure and arrival times in New York, Washington and Atlanta. Some cities in the middle of this route, such as Charlotte, are necessarily served in the middle of the night; however, the Charlotte-to-Greensboro and Lynchburg-to-Washington segments also have state-supported daytime corridor trains to New York and other Northeast Corridor points.

Through Atlanta the train carries traffic between northern and southern segments, representing approximately 23 percent of passengers who contribute 30 percent of revenue.

The southern route segment between Atlanta and New Orleans is less densely populated and has lower endpoint population and only one major intermediate population center (Birmingham). As a consequence, ridership demand and revenue are lower on this segment of the route, despite lower per-mile fares than the segment north of Atlanta, and the train generally has excess capacity. Approximately 21 percent of riders travel only over the southern segment of the route from Atlanta southwards, contributing roughly nine percent of revenue.

Like most long-distance trains, the vast majority of passenger traffic on the *Crescent* is generated by passengers traveling to and/or from intermediate points on the route. In fiscal year 2010, the top ten ridership markets generated roughly 39 percent of passenger travel on the *Crescent*, but several of these markets (including the New York-to-New Orleans endpoint market) accounted for only two percent of the total travel volume on the route. Of *Crescent* passengers, 75 percent

are making "purpose trips," with the remaining 25 percent traveling for vacation or recreational purposes.



2.3 Summary of Key Issues to Address for the *Crescent*

The Performance Improvement Plan addresses these key concepts:

- Demand exceeds capacity north of Atlanta, resulting in constrained ridership and revenue.
- Surplus capacity south of Atlanta resulting in higher fuel, food service and other operating costs than necessary to meet normal demand.
- Improvements to cost recovery and reductions in projected operating costs.
- Generating additional ridership and revenue by providing connections to cities located near but not along the route.

2.4 Current Metrics (PRIIA Sec. 207 scores)

Crescent PRIIA Section 207 Metrics - FY2011 Q1

Financial and Operating Metrics		
Metric	**Current Standard**	**Score FY11 Q1**
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year Over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Mile		159
On-Time Performance and Train Delays		
Metric	**Current Standard**	**Score FY11 Q1**
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	0
Endpoint On-Time Performance	80%	76.6%
All Stations On-Time Performance		67.9%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
NS	900 minutes / 10,000 Train Miles	682
Amtrak Responsible Delays	325 minutes / 10,000 Train Miles	216
Train Delays - On Northeast Corridor	475 minutes / 10,000 Train Miles	654
Other Service Quality		
Metric	**Current Standard**	**Score FY11 Q1**
CSI - Percent of Customers "Very Satisfied" with:		
Overall Service	82	81
Amtrak Personnel	80	76
Information Given	80	68
On-Board Comfort	80	75
On-Board Cleanliness	80	63
On-Board Food Service	80	72
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Supplementary Information	0.67
Complaints per 1,000 Passengers:		
Food Related	For Information Only - Provided as Supplementary Information	0.29
Train Related		9.58

* These metrics are under development

2.5 *Crescent* Initiatives

The most significant impediment to improving financial performance, ridership and customer satisfaction on the *Crescent* route is the limitations of Amtrak's current Brookwood Station in Atlanta, also known as Peachtree Station after the street it adjoins.

Main entrance to Brookwood Station in Atlanta.

Atlanta represents the highest ridership of all station stops on the *Crescent*. Over 40 percent of the *Crescent's* ticket revenue is derived from passengers whose origin or destination is Atlanta.

However, the passenger rail facilities in Atlanta do not reflect the stop's significance. While Atlanta has a world class airport, its "quaint but tiny" Brookwood Station† is not a facility that embellishes the image of either Atlanta or Amtrak. Brookwood Station, located several miles north of the center of Atlanta, is woefully inadequate to meet the needs of Amtrak's passengers and operations in our nation's ninth largest metropolitan area.

† Atlanta Journal Constitution, August 29, 2011, "Amtrak Seeks New Digs."

- **The current Atlanta station building was never intended to accommodate large numbers of passengers.** The historic and architecturally charming Brookwood Station building was constructed in 1917 to serve as a small suburban rail stop. Atlanta's large intercity passenger rail terminals, Union Station and Terminal Station, were located downtown, but were demolished in 1972. Brookwood Station was not designed to process hundreds of people each time a train arrives and departs, as it must do on a daily basis today. This operation is complicated by limited vertical circulation: a steep set of stairs and a small elevator (which passengers access by crossing a main line track) provide the only egress from the lower level tracks to the upper level station building.

- **The current station has no parking.** Brookwood Station was designed at a time when horses and early streetcars were the predominant modes of urban transportation. It is situated on busy arterial streets with very restricted access, and has poor access to the intestate highways (I-75 and I-85) to which it is adjacent. Amtrak has an arrangement with the nearby Masonic Temple to use its parking lot on weekdays; however, the parking area is not considered compliant with the Americans with Disabilities Act. Extreme congestion occurs daily.

- **The station requires major upgrades for full accessibility.** Bringing Brookwood Station into compliance with the Americans with Disabilities Act would be a major challenge because of its design and physical/space constraints, and is projected to cost in excess of $6 million.

- **The station's platform design severely constricts train operations.** The station's single narrow platform, designed to accommodate brief stops by trains boarding or discharging small numbers of passengers, is situated in the middle of Norfolk Southern's two main line tracks that have significant freight traffic. For safety reasons, freight trains are held out of the station when Amtrak trains are stopped there. This means that Amtrak trains and equipment cannot occupy the station tracks for extended periods for switching or servicing.

- **The station is not designed to accommodate connecting buses.** The current station presents major difficulties for implementing connecting bus service due to the very limited availability of curbside space useable for bus loading and unloading.

Track level picture of the Atlanta station showing narrow platform between two main line tracks; Steel Lead (right); and stairway that, along with a small elevator, provides the only access to the station building.

Amtrak is supporting efforts by the Georgia Department of Transportation to construct a more functional train station in Atlanta at a site to be determined along the Norfolk Southern Washington-to-New Orleans line over which the *Crescent* operates. Construction of a new station would provide vast improvements in passenger service and convenience that would attract additional customers. A new station would also allow trains to load/unload passengers, and be serviced and switched, on tracks and platforms off Norfolk Southern's main line, and facilitate the establishment of Thruway bus and local transit connections and switching and train servicing operations.

However, funding for a new station has not yet been identified, and time would be required for its design and construction. Therefore, Amtrak has identified two Atlanta-focused initiatives to improve *Crescent* ridership and financial performance that it believes could be implemented at the existing station with the support of Norfolk Southern and the City of Atlanta. Other initiatives to improve *Crescent* performance, such as splitting the train in Atlanta to serve other markets, cannot be pursued until a new station is built.

Consist and On-Board Service Optimization – Atlanta Cut-Off Cars

Since the train now known as the *Crescent* assumed its current route in 1970, ridership has always been much lower on the portion of the route through the less densely populated areas south of Atlanta. During most of the period from 1970 until 2003, both Amtrak and Southern Railway (which operated the train until 1979) addressed this imbalance in ridership demand by adding/cutting cars and locomotives at Atlanta and/or Birmingham. Prior to Amtrak's takeover of the *Crescent* route from the Southern Railway, the train also operated only three days a week south of Atlanta.

At the present time, Amtrak operates the *Crescent* from New York to New Orleans without adding or dropping any cars en route. Operating a train with the same coach, sleeper and food service capacity on route segments with very different levels of passenger demand results in low load factors and poor food service cost recovery that negatively impact financial performance.

Amtrak proposes to reinstate the switching of cars in Atlanta to reduce costs and increase revenues. The current *Crescent* consist of four coaches north of Atlanta is insufficient to meet demand, while demand south of Atlanta generally requires only two coaches (three during seasonal peak periods).

Under the plan, a fifth coach would be added to the *Crescent* (train 19) between New York and Atlanta. At Atlanta, a locomotive and the last block of cars -- a lounge and two to three coaches -- would be cut from the train. The remaining train, consisting of one locomotive, a baggage car, two sleeping cars, the diner, and two or three coaches (depending on seasonal demand) would continue its trip to New Orleans. The equipment cut at Atlanta would turn the same day and be added to the northbound train 20 to New York. South of Atlanta, the dining car will serve as the food service car for the train, providing both diner and lounge service and reducing the on-board service staffing requirement.

The third peak period running coach south of Atlanta is projected to operate four months of the year. Amtrak intends to operate it whenever there is sufficient ridership demand south of

Atlanta to cover the costs of its operation. During special events such as Mardi Gras, Amtrak will lengthen the train south of Atlanta if equipment is available.

The proposal to add and cut cars in Atlanta, and increase capacity north of Atlanta, will require the reassignment to the equipment pool that serves the *Crescent* of one additional Amfleet II coach during off-peak periods and two Amfleet II coaches during the peak period, and the lease or reassignment of one switching locomotive to Atlanta. It will also permit reassignment to other routes of one lounge car and one P-42 diesel locomotive. All single level equipment must continue to rotate into Hialeah Yard in Miami on a regular basis for maintenance.

The proposal is forecast to have the following ridership and revenue impacts on an annual basis:

Annual Ridership	Revenue (millions)	Operating Cost (millions)	Net Financial Impact (millions)
38,300	$1.2	-$0.3	$1.5

Amtrak Southern Division staff and Norfolk Southern (NS) Operations personnel have conducted a field assessment of switching options and requirements in Atlanta. Amtrak plans to use a two-person switch crew and switch engine to avoid increasing track occupancy time and ensure sufficient rest time for the road crews that turn in Atlanta. This would require a satellite crew base in Atlanta, or that Amtrak contract with another railroad to provide the switching services.

The train servicing facilities in Armour Yard that Amtrak formerly used to service equipment laying over in Atlanta are no longer in operable condition. Norfolk Southern has also advised that tracks in Armour Yard cannot be made available to facilitate switching or turning of Atlanta layover cars since the only track leading into the yard is now used to store grain trains.

Amtrak has proposed to NS that Amtrak trains use the "Steel Lead" adjacent to the Atlanta station to switch, layover and service the equipment turned at Atlanta, and that Amtrak fund installation of an additional crossover to the mainline where the Steel Lead track becomes the

track leading into Armour Yard to eliminate conflicts with grain trains. This proposal is under review by NS. If NS approves it, Amtrak funding would also be required for track work and for installation of servicing equipment on the Steel Lead track before switching in Atlanta could be implemented.

Amtrak intends to pursue implementation of the Atlanta switching operation at the current station. If that proves not to be feasible because of the operational impediments at the existing station, or because of the capital expenditures required to alleviate them, this initiative as well as the Atlanta Thruway initiative described below that is dependent upon it, will have to be deferred until a new Atlanta station is constructed and in service.

New Thruway Bus Connecting Service Pilot

Motorcoach Thruway Connections from Amtrak's *Crescent* service to nearby travel markets without direct rail service have the potential to increase ridership and revenue for the train. Based upon analyses of ridership potential ridership and operating costs, Amtrak plans to initiate a pilot program that would provide Thruway bus connections from Atlanta to Macon and Columbus, Georgia and Chattanooga, Tennessee; from Birmingham to Montgomery, Alabama; and from Meridian, Mississippi to Jackson, Mississippi.

These Thruway bus connections would be based upon the successful California model of dedicated feeder bus routes and would be contracted to private bus operators operating under an Amtrak brand. In California, a dedicated system of Thruway feeder buses increases passenger traffic on trains. The dedicated buses operate exclusively for Amtrak patrons, creating reliable connections that minimize connecting time. The drivers have communication with Amtrak stations and operations control; wear Amtrak uniforms; and are trained in Amtrak customer service protocols.

In order to accommodate the additional passengers generated by feeder bus routes, Amtrak must also lengthen the train consist north of Atlanta through the proposed cutting of cars in Atlanta as described in the initiative above. Otherwise, there would no space for the additional passengers, since coach and sleeper space north of Atlanta currently sell out on a regular basis.

Implementation of the three proposed Thruway services at Atlanta would also require permission from the City of Atlanta for Amtrak to create a curbside bus stop location on Deering Street. Deering is a two-lane street with no parking lanes adjacent to the station. It is the only place in the vicinity of the physically constrained station site where a bus stop is feasible. Restriping of the traffic lanes on Deering Street to provide a location for buses to stop while passengers board or alight would also be required. This restriping could be done as part of the repairs to the streets and sidewalks around the station that are currently underway.

A motorcoach at the proposed Deering Street location of the Thruway bus stop in Atlanta.

Given the constrained street and sidewalk space around the Atlanta station, only one of the three planned Thruway buses could be loaded or unloaded at one time. Amtrak plans to stagger the scheduled arrival times of the buses and to stage departing buses at a location away from the station until the curbside bus stop is available for loading.

Amtrak will add a bus clerk position in Atlanta to assist transferring passengers and coordinate loading and unloading of buses. If Amtrak is unable to obtain permission from the City of Atlanta to create a suitable bus stop adjacent to the station, or the costs of adding additional staffing in Atlanta are higher than projected, Amtrak will explore options to shift the Thruway transfer point from Atlanta to Gainesville, Georgia. This station is the first stop north of Atlanta on the *Crescent*, and has sufficient space for loading/unloading of buses. Initiation of the planned Thruway service between Birmingham and Montgomery will require identification of a suitable bus stop location that can be utilized during construction work associated with Birmingham's new intermodal station.

The five Thruway bus routes are forecasted to have the following financial and ridership impacts:

Thruway Bus Routes	Annual Ridership	Revenue (millions)	Operating Cost (millions)	Net Financial Impact (millions)
Atlanta to Chattanooga; Macon; Columbus*	17,400	$2.3	$1.7	$0.6
Birmingham – Montgomery	5,200	$0.6	$0.4	$0.2
Meridian – Jackson	7,900	$0.8	$0.5	$0.3
Total	**30,500**	**$3.7**	**$2.6**	**$1.1**

* All three Thruway routes connecting in Atlanta are shown in total as station staffing is shared.

Modified Viewliner Sleeping Car Staffing Pilot

In order to lower the costs of providing sleeping car service, Amtrak proposes to test, on a pilot basis, a modified staffing plan for the sleeping cars of the *Crescent*.

Currently, the *Crescent* has two sleeping cars in its consist. Each sleeping car carries an attendant who helps passengers board and alight, makes up the rooms, and provides passenger services including assistance to disabled passengers. A Viewliner sleeping car has 15 rooms (three bedrooms and 12 roomettes). However, within each *Crescent* sleeper, three to four roomettes are reserved for crew members -- the dining car and lounge staff and coach attendants -- who are traveling overnight, and these roomettes are not offered for sale. Thus, each sleeping car attendant currently serves only 11 or 12 rooms per trip.

The proposal is to consolidate the space reserved for crew members into a single sleeping car, which would then have five roomettes and three bedrooms for sale to the public. The second sleeping car would have all 15 revenue rooms available for sale. Both cars would then be served by a single attendant instead of two attendants. The car with the crew rooms would be oriented so that rooms occupied by passengers would be adjacent to the next sleeping car. This method of operation would be similar to the service model for the Transition Dorm cars on

Superliner trains, which have four rooms available for public sale that are served by the attendant in the adjoining sleeping car.

Illustration of Viewliner room occupancy plan.

In this proposal, the single attendant on the *Crescent* would serve up to 23 rooms. This is one less than the room count that attendants handle on western routes such as the *Coast Starlight* and the *Southwest Chief* where one attendant serves a combined 24 rooms in a Superliner sleeping car and an adjacent sleeper-dormitory car.

Number of Rooms Served by a Sleeping Car Attendant:

Viewliner Sleeper Up to:	Superliner Sleeper Up to:	Superliner + Dorm Up to:	Proposed *Crescent* Up to:
12 Roomettes	13 Roomettes	17 Roomettes	17 Roomettes
3 Bedrooms	7 Bedrooms	7 Bedrooms	6 Bedrooms
15 Total	**20 Total**	**24 Total**	**23 Total**

Implementation of the Viewliner staffing pilot will not occur until the in-room attendant call buttons in Viewliner sleeper rooms, which are not currently operable, are restored in conjunction with a retrofit program that is already underway. This change will be reviewed with labor representatives prior to implementation, and Amtrak plans to closely monitor customer service delivery impacts after the pilot commences.

2.6 Initiatives Examined but not Included in the Plan

Splitting the Train to Serve Other Cities

Given the traditional lower ridership demand south of Atlanta, Amtrak examined numerous alternatives for splitting the *Crescent* in Atlanta and operating a segment of the train to another city (i.e., Macon, Chattanooga, Savannah or Columbus). Service to some of these cities could be provided without increasing equipment requirements by utilizing the locomotive and cars that would lay over and be serviced at Atlanta under the Atlanta switching initiative. Amtrak also explored splitting the train in Birmingham to restore service over the route between Birmingham and New Orleans via Mobile. A state-supported section of the *Crescent,* known as the *Gulf Breeze*, operated between Birmingham and Mobile from 1989 until 1995.

Of the Atlanta options examined, operating a section of the *Crescent* from Atlanta to Macon appeared the most promising in terms of ridership and financial performance. This is not feasible at the present time because of capital requirements and the inability of the current Atlanta station to accommodate the additional switching and train operations and station dwell time required. However, Amtrak is working with the State of Georgia on a study, funded in part by a PRIIA grant, of developing passenger rail service in the Chattanooga-Atlanta-Macon corridor. The State of Alabama has also secured a PRIIA grant to study reinstitution of service on the Birmingham-Mobile *Gulf Breeze* corridor.

If the states pursue these projects, and funding is secured for necessary capital improvements on these routes and a new Atlanta station is constructed, splitting the *Crescent* in either Atlanta or Birmingham to serve one of these routes could be feasible in the future. As discussed above, Amtrak is proposing to serve several of these routes with Thruway buses, thus providing connectivity and beginning the process of building the ridership base.

Connected Corridors

The feasibility of operating the *Crescent* as two separate corridor routes connecting in Atlanta was analyzed. Separating the route into two separate trains, one running north of Atlanta, and one running south of Atlanta was forecasted to decrease financial performance. The cost

savings from breaking the route and operating a smaller train south of Atlanta were more than offset by the lost revenue from passengers who are currently riding between the two route segments who would not travel if they had to change trains in Atlanta. Due to the distance (859 miles), a daytime train between Atlanta and New York would have to serve Atlanta and/or major northeastern cities before dawn or late at night, which would severely impact ridership and revenue.

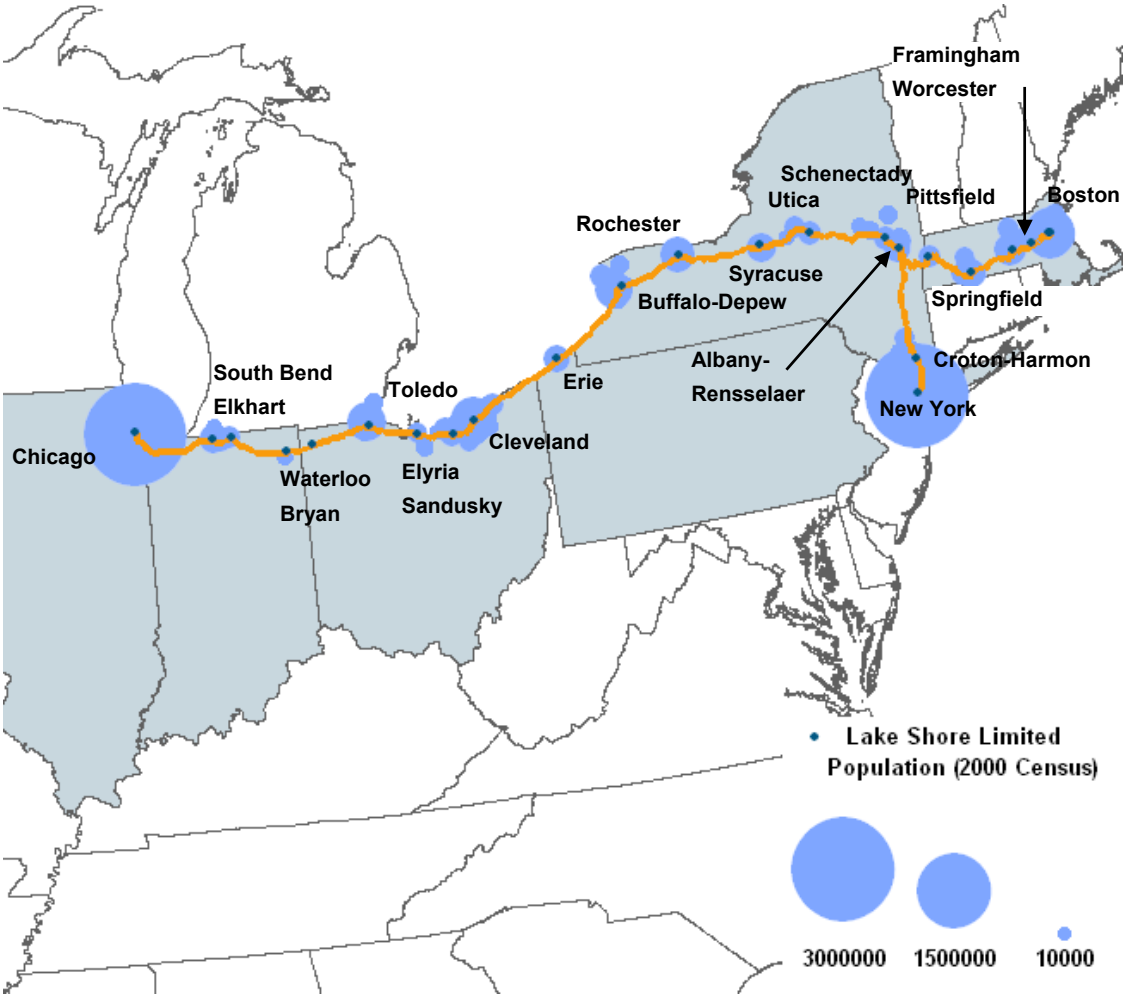
3 *Lake Shore Limited* Performance Improvement Plan

3.1 *Lake Shore Limited* Route Description

The *Lake Shore Limited* is a daily passenger train route between Chicago, Illinois, and Albany, New York, where it divides into two sections that provide through service to New York City and Boston, Massachusetts. The distance from Chicago to New York is 959 miles and the distance from Chicago to Boston is 1,018 miles.

Host Railroads: The *Lake Shore Limited* runs primarily over track owned and dispatched by these host railroads:

- Norfolk Southern from Chicago to Cleveland, Ohio (approximately 340 miles)
- CSX from Cleveland to Poughkeepsie, New York, and Albany to Framingham, Massachusetts (approximately 724 miles)
- Metro North from Poughkeepsie to Spuyten Duyvil, New York (approximately 64 miles)
- Amtrak from Spuyten Duyvil to Penn Station in New York City (approximately 11 miles)
- MBTA from Framingham, Massachusetts to Boston (approximately 21 miles)



Population clusters served by the route of the *Lake Shore Limited.*

New York/Boston • Albany • Chicago

49	◂ Train Number ▸					48
Daily	◂ Normal Days of Operation ▸					Daily
R	◂ On Board Service ▸					R
Read Down	Mile	▼		Symbol	▲	Read Up
3 45P	0	Dp	New York, NY (ET)	●	Ar	6 35P
R 4 29P	32	↓	Croton-Harmon, NY	●	↑	D 5 33P
R 5 15P	73	↓	Poughkeepsie, NY	○	↑	D 4 47P
R 6 25P	141	Ar	Albany-Rensselaer, NY	●	Dp	D 3 50P
R 449			Through Cars Boston-Chicago			R 448
11 55A	0	Dp	Boston, MA–South Station	●	Ar	9 10P
R12 00N	1	↓	Boston, MA–Back Bay Station	●	↑	D 9 03P
R12 28P	21	↓	Framingham, MA	○	↑	D 7 35P
12 58P	44	↓	Worcester, MA	●	↑	D 6 57P
2 10P 2 15P	98	Ar Dp	Springfield, MA	●	Dp Ar	5 53P 5 48P
3 36P	151	Dp	Pittsfield, MA	○	Dp	4 29P
5 35P	200	Ar	Albany-Rensselaer, NY	●	Dp	3 25P
R 7 05P	141	Dp	Albany-Rensselaer, NY	●	Ar	2 50P
7 31P	159	↓	Schenectady, NY	●	↑	2 00P
8 44P	237	↓	Utica, NY	●	↑	12 42P
9 41P	290	↓	Syracuse, NY	●	↑	11 38A
11 00P	370	↓	Rochester, NY	●	↑	10 08A
11 55P 11 59P	431	Ar Dp	Buffalo-Depew, NY	●	Dp Ar	9 08A 8 58A
1 36A	523	Dp	Erie, PA	○	Dp	7 22A
3 27A 3 45A	618	Ar Dp	Cleveland, OH–Lakefront Station	●	Dp Ar	5 50A 5 35A
4 18A	643	↓	Elyria, OH (Lorain)	○	↑	4 51A
4 55A	678	↓	Sandusky, OH	○	↑	4 12A
5 55A 6 15A	725	Ar Dp	Toledo, OH Detroit, E. Lansing—see back	●	Dp Ar	3 20A 2 50A
7 05A	778	↓	Bryan, OH	○	↑	1 40A
7 33A	803	↓	Waterloo, IN (Ft. Wayne)	○	↑	1 15A
8 25A	858	↓	Elkhart, IN	○	↑	12 22A
8 49A	875	↓	South Bend, IN (ET)	●	↑	11 59P
9 45A	959	Ar	Chicago, IL–Union Station (CT) Madison—see back	●	Dp	9 30P

Current *Lake Shore Limited* schedule.

3.2 *Lake Shore Limited* Ridership Profile (FY 2010)

Set forth below is a profile of *Lake Shore Limited* ridership that is based on survey data and ridership statistics.

Annual Ridership (FY 2010)

Coach Passengers 328,678
Sleeper Passengers..... 35,782
Total 364,460

Average Travel Distance:

Coach Passengers ..... 483 miles
Sleeper Passengers..... 764 miles
Total ..... 511 miles
Passenger Miles..... 186 million

Age of Adult Passengers
(children not included)

18-34..... 11%
35-54..... 34%
55+..... 55%
Average Age..... 54

Gender

Female 62%
Male 38%

Employment

Employed..... 53%
Retired 32%

Education

College Graduates 65%

Household Income

Under $50K 33%
$50K - $100K 41%
$100K + ... 26%
Average $78K

Travel Party

Traveling Alone 61%
Group Travel 39%
- Traveling with Family..... 31%
- Traveling with Friends..... 6%
- With Business Assoc..... 2%

Trip Purpose

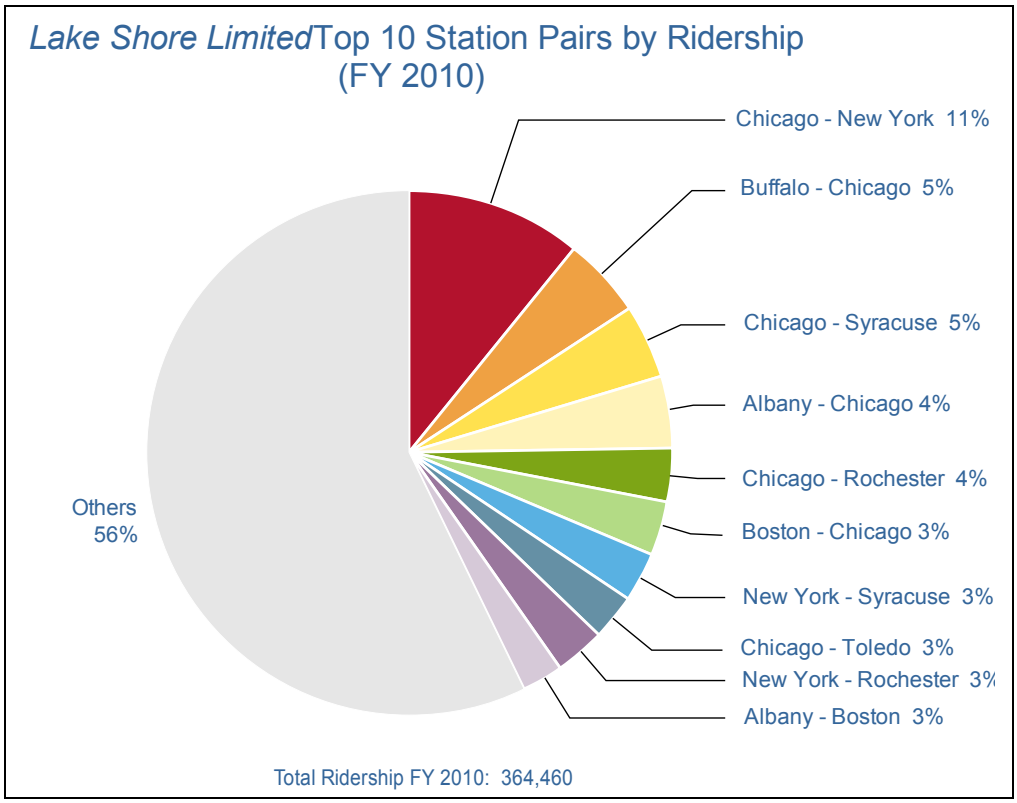
Business 12%
Non Business 88%
- Visit Family/Friends 56%
- Personal or Family Business..... 8%
- Vacation (1+ Weeks)..... 10%
- Leisure or Recreation..... 10%
- School..... 2%
- Shopping 1%

Increasing Ridership: Ridership for FY 2011 is up by 7.1% over FY 2010 from October 2010 through August 2011.

Travel Markets:

The *Lake Shore Limited* serves multiple functions, including:

- Connecting the Northeast to Chicago and the Midwest
- Providing connections to Western long-distance trains at Chicago.
- Serving as one of four daily round trips between New York and Buffalo on Amtrak's *Empire Corridor*.



Only fifteen percent of passengers travel between endpoints – Chicago and Boston or New York — on the *Lake Shore Limited*, although those travelers contribute 27 percent of ticket revenue. The majority (85 percent) of passengers travel to and/or from intermediate stations. Passengers making connections with Amtrak's Western long-distance and Midwest corridor trains in Chicago account for a significant portion of the *Lake Shore Limited's* ridership and revenues.

3.3 Summary of Key Issues to Address for the *Lake Shore Limited*

Key issues considered while analyzing the performance of the *Lake Shore Limited* included:

On-time performance (OTP) at intermediate stations was relatively poor, particularly between New York and Cleveland on the westbound train. Customer focus groups identified intermediate OTP as a major source of their dissatisfaction, and Amtrak is taking steps to improve on-time performance.

Improved financial performance was a core concern. Schedule and routing modifications were analyzed to seek positive financial results.

Dining car operation was analyzed to determine if a more efficient, cost effective service process could be identified that also offered an equal or greater standard of service than the current process.

Cleanliness and mechanical processes were analyzed to identify improvements for restroom cleanliness, winterization, and overall mechanical reliability.

3.4 Current Metrics (PRIIA Sec. 207 scores)

Lake Shore Limited PRIIA Section 207 Metrics - FY2011 Q1

Financial and Operating Metrics		
Metric	**Current Standard**	**Score FY11 Q1**
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year Over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Mile		215
On-Time Performance and Train Delays		
Metric	**Current Standard**	**Score FY11 Q1**
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	1.1
Endpoint On-Time Performance	80%	69.8%
All Stations On-Time Performance		50.4%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CSX	900 minutes/10,000 Train Miles	1,174
MNRR		1,490
NS		1,346
Amtrak Responsible Delays	325 minutes/10,000 Train Miles	703
Train Delays - On Northeast Corridor	475 minutes/10,000 Train Miles	NA
Other Service Quality		
Metric	**Current Standard**	**Score FY11 Q1**
CSI - Percent of Customers "Very Satisfied" with:		
Overall Service	82	79
Amtrak Personnel	80	79
Information Given	80	63
On-Board Comfort	80	74
On-Board Cleanliness	80	58
On-Board Food Service	80	70
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Supplementary Information	0.74
Complaints per 1,000 Passengers:		
Food Related	For Information Only - Provided as Supplementary Information	0.58
Train Related		19.69

* These metrics are under development

3.5 *Lake Shore Limited* Initiatives

Earlier Departure Time from Chicago – Earlier Arrival Times in Boston and New York City

In 2007 the *Lake Shore Limited* departure time from Chicago was changed from 7:55 PM to 10:00 PM. The later schedule was necessitated by the very poor on-time performance of Western trains arriving in Chicago (which caused passengers connecting to the *Lake Shore Limited* to miss their connections) and the often very late arrivals of the westbound *Lake Shore Limited* into Chicago (which triggered delays in the departure of that evening's eastbound train).

The current 9:30 PM departure time of the eastbound *Lake Shore Limited* has a negative impact on ridership and revenues. An earlier departure from Chicago, and an earlier arrival in New York and Boston, would be more attractive for passengers, and would provide better connections to other Amtrak and commuter trains. An earlier departure would also produce some improvement in running time, since excess station dwell time added to the current schedule to facilitate a post-rush hour arrival in New York's Penn Station could be eliminated. On-time performance of both the westbound *Lake Shore Limited* and the Western trains that connect with it in Chicago has improved since 2007 (although there has been a significant increase during the past few months in late Chicago arrivals of Western trains that have been impacted by flooding).

Amtrak developed ridership and revenue projections for a two-hour earlier (7:30 PM) departure from Chicago, with scheduled arrivals in New York and Boston just over three hours earlier than under the current schedule, and a one hour earlier westbound schedule to allow adequate servicing time in Chicago. This change was projected to generate approximately $2 million a year in additional revenue, and result in a net positive financial impact of $1.9 million annually.

Projected Financial Impact

Incremental			
Annual Ridership	Revenue (millions)	Operating Cost (millions)	Net Financial Impact (millions)
+18,600	$2.0	$0.1	$1.9

However, the earlier scheduled arrival into New York would create a new problem. Late eastbound trains would arrive "out of slot" at New York's Penn Station during the evening rush hour when the station tracks, platforms and East River tunnels to Sunnyside Yard are already utilized to their maximum capacity.

Amtrak believes that the best way to realize the ridership and revenue benefits of an earlier *Lake Shore Limited* departure, and at the same time avoid the risk of disrupting Penn Station rush hour operations, would be to schedule the *Lake Shore Limited's* Chicago departure earlier – at approximately 6:00 PM – and have the *Capitol Limited*, which currently departs Chicago at 6:10 PM, leave around 7:30 PM. The later *Capitol Limited* departure from Chicago would minimize the number of misconnecting passengers from late Western trains. It would also provide a better, post-dawn, arrival time for the *Capitol Limited* in Pittsburgh, and a better connection there to the Pittsburgh-Philadelphia-New York *Pennsylvanian* on which Amtrak intends to operate through Chicago-New York cars pursuant to an initiative included in last year's PRIIA 210 plan.

CSX is currently undertaking tunnel clearance work on the *Capitol Limited* route east of Pittsburgh that requires that the tracks be taken out of service each day after the passage of the eastbound train. Implementation of a later *Capitol Limited* schedule could not occur until that work, scheduled for completion in approximately a year, is finished. At that time, Amtrak plans to develop adjusted schedules, and updated ridership and financial projections, for a rescheduling of the *Lake Shore Limited* and *Capitol Limited* that would allow realization of the financial and ridership benefits of an earlier eastbound *Lake Shore Limited* departure from Chicago.

Club-Diner Pilot

As on other long-distance trains, the dining car on the *Lake Shore Limited* serves only full meals during designated meal periods. Coach passengers account for 47 percent of the meals served. Because coach passengers' meals are not included in ticket prices and many pay with cash, the Lead Service Attendant in the dining car spends a great deal of time handling and accounting for cash transactions. Coach passengers also spend an average of only $10.30 per meal, which suggests there may be unmet demand for an intermediate food option between the relatively high priced meals sold in the dining car and the hot dogs, pizza, pre-packaged sandwiches, etc. available in the lounge car.

On a pilot basis, Amtrak intends to convert the existing dining car on the *Lake Shore Limited* to a cashless Club-Diner with the following characteristics:

- All payments will be made with credit/debit cards, consistent with standard industry practice in many cruise and airline companies. This will eliminate time during and after meal periods required to process and account for cash transactions, allowing employees to focus on serving customers.
- The dining car will be open to passengers for use as a lounge throughout the trip rather than just during meal periods. The time savings from the "cashless" service will allow expanded service hours before and after meal periods during which at-table beverage service would be available.
- The café menu in the lounge car will be upgraded to include new food offerings, such as freshly prepared sandwiches and salads, which have proven popular since their recent introduction in the café cars of Boston-Washington *Acela Express* trains. Amtrak will also test combo meals, such as a full continental breakfast, in the lounge car café. Amtrak anticipates that these changes will increase utilization of the café by coach pas sengers, which could reduce demand on the diner during meal periods.

Amtrak has also conducted a separate analysis of meals served in the dining car, and has determined that staffing can be reduced by one employee during off-peak periods.

The projected net financial benefit of these changes, shown in the table below, is $400,000. This figure does not reflect potential ticket revenue benefits from additional passengers attracted by the enhanced service offerings or any increases in food service revenues attributable to the improved café menu. Amtrak will evaluate the financial and customer service impacts of the Club-Diner pilot, and will consider extending this approach to other long-distance trains and incorporating it in the service model for the new single-level dining cars that Amtrak has recently ordered.

Projected Financial Impact

Incremental			
Riders	**Revenue ($m)**	**Cost ($m)**	**Net Benefit ($m)**
-	$0.0	-$0.4	$0.4

Intermediate Station Schedule Improvements

The *Lake Shore Limited* is prone to late operations over the middle of the route, particularly at intermediate stations in the westbound direction. To address this issue, Amtrak conducted a ride study that measured the actual performance of the train, including running times between stations, minutes of station dwell, and the allocation of recovery time (time built into schedules to account for delays).

Amtrak has developed a proposed schedule for the westbound train that makes minor adjustments in station arrival and departure times, primarily between New York and Cleveland to improve on-time performance, and has submitted that schedule to the host railroads for approval. Amtrak is also undertaking evaluation of station operating procedures to reduce instances of delay to trains at stations. A consistent improvement in intermediate OTP is expected to have a positive impact on overall CSI scores.

3.6 Initiatives Examined but Not Included in the Plan

Amtrak conducted a ridership, financial and schedule analysis of a possible reroute of the *Lake Shore Limited* over the route of the *Wolverine* service between Chicago and Dearborn, Michigan. While this reroute would have provided direct rail service between Michigan cities and the Northeast, it would also have eliminated *Lake Shore Limited* service at a number of stops in Indiana and Ohio, and trip time and operating costs would increase due to the longer distance traveled. The financial analysis indicated that the reroute would worsen the financial performance of the train.

Likewise, converting the route into connected corridors would have significantly reduced revenues without offsetting benefits. Amtrak already operates corridor service between New York City and Buffalo. The majority of passengers on the Buffalo-to-Chicago segment would not be served by a daytime corridor train between those endpoints because they are traveling

east of Buffalo and/or are making connections at Chicago that would not be possible with a daytime service.

Amtrak also examined restoring the *Lake Shore Limited* stop at Hammond-Whiting, Indiana, a station 15 miles southeast of Chicago that has a large parking lot and is located in a predominantly industrial area some distance from population centers. The Hammond-Whiting station has a single platform that accesses only one of the three adjacent tracks of Norfolk Southern's main line from Chicago to the East. The number of Amtrak trains stopping at Hammond-Whiting was reduced in the early 2000s due to low ridership and the operational impediments associated with the need to route all trains stopping at the station via the single track that accesses the platform. In 2002, the last full year that the *Lake Shore Limited* served Hammond-Whiting, it carried 3,498 passengers to or from that station, an average of five per train stop. While Amtrak's ridership models indicated that reinstitution of the Hammond-Whiting stop would generate additional ridership, stopping additional trains at Hammond-Whiting would be difficult from an operating perspective and the associated impacts could not be justified by anticipated ridership.

4 Performance Improvement Plan for the *Silver Service*

Amtrak's *Silver Service* is the family name for three train routes:

- The *Silver Star* .....New York to Miami via Raleigh, Columbia and Tampa
- The *Silver Meteor*.....New York to Miami via Charleston
- The *Palmetto* .....New York to Savannah via Charleston

A *Silver Service* train makes a station stop in Charleston, South Carolina.

4.1 *Silver Service* Route Description

Each *Silver Service* train operates daily. The *Palmetto* is a coach and business class day train with a lounge car for food service. The *Silver Star* and *Silver Meteor* operate over longer routes and are overnight trains that offer sleeping cars and dining car services.

The *Silver Star* route, operated as train 91 southbound and train 92 northbound, is 1,521 miles long, and takes 31 hours between New York and Miami. Between Selma, North Carolina and Savannah, Georgia, the train operates predominantly over CSX's "S Line" route (named for CSX predecessor Seaboard Air Line Railroad) via Raleigh. After departing Orlando, Florida, the train continues west to Tampa, reverses direction, and proceeds southeast to its final destination in Miami.

The *Silver Meteor* route, operated as train 97 southbound and train 98 northbound, is 1,389 miles from endpoint to endpoint. The train operates over the shorter "A Line" route (named for CSX predecessor Atlantic Coast Line Railroad) between Selma and Savannah via Charleston, and operates directly from Orlando to Miami without serving Tampa. This results in a shorter (approximately 27 hour) trip time between New York and Miami.

The *Palmetto* – train 89 southbound and train 90 northbound – runs between New York City and Savannah, Georgia, via Charleston. The route is 829 miles between endpoints (15 hours travel time) and is operated as a day train with no sleeping cars or dining car. The train has a lounge car for food service, and a business class car that offers complimentary non-alcoholic beverages, newspapers, priority boarding, and other amenities such as increased leg room.

The *Silver Service* trains operate primarily over tracks owned by CSX. They also operate over Amtrak's Northeast Corridor between New York and Washington (225 miles) and over the Florida DOT-owned line between Dyer (West Palm Beach) and Miami, Florida (70 miles), and Norfolk Southern is the host railroad on the *Silver Star* route between Selma and Raleigh, North Carolina (29 miles).

Platform at Lakeland, Florida, served by the *Silver Star*

Palmetto	Silver Star	Silver Meteor	Train Name				Silver Meteor	Silver Star	Palmetto
89	91	97	Train Number				98	92	90
Daily	Daily	Daily	Normal Days of Operation				Daily	Daily	Daily
R B	R	R	On Board Service				R	R	R B
Read Down			Mile			Symbol	Read Up		
R67	R95 Mo-Fr	R93/83/161	Connecting Train Number				R82/154/174	R66	R66
9 30P	6 15A	9 35A	0	Dp	Boston, MA–South Station	●	6 23P	8 05A	8 05A
R9 36P	R6 20A	R9 41A	1		Boston, MA–Back Bay Station	●	D6 16P	D7 59A	D7 59A
R9 50P	R6 30A	R9 51A	11		Route 128, MA	●	D6 06P	D7 45A	D7 45A
10 22P	6 55A	10 16A	43		Providence, RI	●	5 35P	7 04A	7 04A
12 35A	8 45A	12 11P	156		New Haven, CT	○	3 36P	4 30A	4 30A
1 20A	9 28A	12 56P	195		Stamford, CT	●	2 48P	L3 30A	L3 30A
2 20A	10 20A	1 50P	231	Ar	New York, NY–Penn Station	●	2 00P	2 40A	2 40A
6 57A	2 00P	5 20P	456	Ar	Washington, DC	●	10 00P	10 00P	10 00P
6 15A	11 02A	3 15P	0	Dp	New York, NY–Penn Station	●	Ar 5 11 06A	4 7 18P	11 47P
R6 32A	R11 22A	R3 38P	10		Newark, NJ–Penn Station	●	D10 46A	D6 54P	D11 27P
R7 06A	R12 00N	R4 18P	58		Trenton, NJ	●	D10 06A	D6 10P	D10 47P
R7 37A	R12 35P	R4 58P	91		Philadelphia, PA–30th Street Station	●	D9 31A	D5 35P	D10 07P
R8 02A	R1 02P	R5 23P	116		Wilmington, DE	●	D9 07A	D5 11P	D 9 41P
R8 54A	R2 00P	R6 20P	185		Baltimore, MD–Penn Station	●	D8 16A	D4 15P	D 8 50P
R9 55A	R3 00P	R7 30P	225	Dp	Washington, DC	●	Ar D7 21A	D3 14P	D 7 57P
10 12A	3 25P	7 50P	233		Alexandria, VA	●	D6 55A	D2 40P	7 10P
			260		Quantico, VA	○			
			279		Fredericksburg, VA	○			
11 50A	5 09P	9 40P	334	Ar	Richmond, VA–Staples Mill Road	●	Dp 4 35A	12 30P	5 25P
12 02P	5 19P	9 50P		Dp			Ar 4 25A	12 21P	5 15P
12 32P	5 57P	10 24P	362		Petersburg, VA	●	Dp 3 41A	11 52A	4 31P
2 02P	7 29P	11 56P	460		Rocky Mount, NC	●	2 17A	10 15A	2 59P
2 22P			476		Wilson, NC	●			2 23P
2 53P			502		Selma-Smithfield, NC	○			1 51P
			531	Ar	Raleigh, NC	●	Dp		
	9 13P			Dp			Ar	8 54A	
	9 27P		539		Cary, NC	○		8 15A	
3 44P		1 34A	550	Dp	Fayetteville, NC	●	Ar 12 45A		1 04P
4 35P			603	Dp	Dillon, SC	○	Ar		12 13P
5 23P		3 20A	633	Ar	Florence, SC (Myrtle Beach)	●	Dp 11 20P		11 39A
5 28P		3 28A		Dp			Ar 11 10P		11 34A
6 06P		4 05A	672		Kingstree, SC	○	10 17P		10 55A
7 15P		5 06A	728		Charleston, SC	●	9 23P		10 00A
8 04P		5 56A	782		Yemassee, SC	○	8 27P		9 08A
	10 39P		599		Southern Pines, NC (Pinehurst)	○		7 06A	
	11 21P		628		Hamlet, NC	○		6 29A	
	12 50A		701		Camden, SC	○		4 49A	
	1 44A		734		Columbia, SC	●		4 08A	
	2 41A		783		Denmark, SC	○		2 53A	
9 03P	4 29A	6 44A	829	Ar	Savannah, GA	●	Dp 7 38P	1 30A	8 20A
	4 34A	6 50A	*870	Dp	(*mileage via Columbia)		Ar 7 32P	1 24A	
		7 44A	881	Dp	Jesup, GA (Brunswick)	○	Ar 6 28P		
	6 55A	9 23A	977	Ar	Jacksonville, FL	●	Dp 5 08P	10 57P	

Service to/from Florida continues on right. No change of train required.

Continued below

Silver Star	Silver Meteor	◂ Train Name ▸					Silver Meteor	Silver Star
91	97	◂ Train Number ▸					98	92
Daily	Daily	◂ Normal Days of Operation ▸					Daily	Daily
R	R	◂ On Board Service ▸					R	R
Read Down		Mile	▼		Symbol	▲	Read Up	
R91	R97	Connecting Train Number					R98	R92
7 05A 7 15A	9 48A	977	Dp Dp	Jacksonville, FL	●QT	Ar Ar	4 48P	10 37P 10 20P
8 18A	10 54A	1035		Palatka, FL	○		3 24P	9 15P
9 07A	11 44A	1087		DeLand, FL Daytona Beach—see below	●QT		2 34P	8 25P
9 54A	12 27P	1119		Winter Park, FL	●QT		1 52P	7 41P
10 17A 10 31A	12 55P 1 10P	1124	Ar Dp	Orlando, FL (Walt Disney World®) St. Petersburg, Fort Myers—see below	●QT	Dp Ar	1 35P 1 23P	7 24P 7 08P
10 55A	1 32P	1142		Kissimmee, FL	●QT		12 56P	6 40P
8 30A		58		Waldo, FL	○			8 55P
9 05A		68		Gainesville, FL	○			8 20P
10 05A		104		Ocala, FL (Silver Springs)	○			7 20P
11 00A		130		Wildwood, FL	○			6 35P
12 00N		166		Dade City, FL (Zephyrhills)	○			5 20P
D11 40A		**1192	Dp	Lakeland, FL (Zephyrhills)		Ar		R5 53P
12 34P 12 45P	38	1223	Ar Dp	Tampa, FL St. Petersburg, Fort Myers—see below	●QT	Dp Ar	38	5 17P 5 05P
12 55P R1 21P	38	**1254	Ar Dp	Lakeland, FL	●	Dp Ar	38	4 30P D4 04P
1 43P	2 24P	1180 **1271		Winter Haven, FL (Cypress Gardens)	●		12 10P	3 44P
2 24P	3 05P	1221		Sebring, FL	●		11 24A	2 59P
3 00P		1263		Okeechobee, FL	○			2 23P
D4 13P	D4 54P	1324		West Palm Beach, FL	●QT		R9 57A	R1 27P
D4 37P	D5 23P	1342		Delray Beach, FL (Tri-Rail)	○		R9 32A	R1 02P
D4 53P	D5 39P	1353		Deerfield Beach, FL (Boca Raton)	●		R9 18A	R12 48P
D5 12P	D6 02P	1367		Fort Lauderdale, FL (Port Everglades)	●QT		R9 00A	R12 30P
D5 28P	D6 18P	1375		Hollywood, FL (33 Miami International Airport ✈)	●QT		R8 44A	R12 14P
6 05P	6 55P	1389	Ar	Miami, FL	34 ●QT	Dp	8 20A	11 50A

Silver Service Schedule.

Silver Service Ridership Profile

Set forth below are ridership profiles of the *Silver Service* trains that are based upon survey data and ridership statistics.

***Silver Star* Ridership Profile**

Annual Ridership (FY 2010)

Coach 366,666
Sleeper 26,920
Total 393,586

Average Travel Distance

Coach 499
Sleeper 888
Total 525
Passenger Miles..... 207 million

Age of Adult Passengers
(children not included)

18-34 ..... 6%
35-54 ..... 26%
55+ 68%
Average Age 57

Gender

Female 68%
Male 32%

Employment

Employed 47%
Retired 41%

Education

College Graduates 52%

Household Income

Under $50K 41%
$50K - $100K 39%
$100K + ... 20%
Average $67K

Travel Party

Traveling Alone 60%
Group Travel 40%
- Traveling with Family 36%
- Traveling with Friends 3%
- With Business Assoc. 1%

Trip Purpose

Business 7%
Non Business 93%
- Visit Family/Friends 51%
- Personal or Family Business.... 12%
- Vacation (1+ Weeks) 18%
- Leisure or Recreation 10%
- School 1%

Increasing Ridership: Ridership for FY 2011 is up by 7.9% over FY 2010 from October 2010 through August 2011.

***Silver Meteor* Ridership Profile**

Annual Ridership (FY 2010)

Coach 313,334
Sleeper 38,952
Total 352,286

Average Travel Distance

Coach 575
Sleeper 944
Total 616
Passenger Miles..... 217 million

Age of Adult Passengers
(children not included)

18-34 ..... 6%
35-54 ..... 25%
55+ 69%
Average Age 58

Gender

Female 69%
Male 31%

Employment

Employed 43%
Retired 43%

Education

College Graduates 50%

Household Income

Under $50K 45%
$50K - $100K 36%
$100K + ... 19%
Average $67K

Travel Party

Traveling Alone 58%
Group Travel 42%
- Traveling with Family 36%
- Traveling with Friends 4%
- With Business Assoc. 1%

Trip Purpose

Business 6%
Non Business 94%
- Visit Family/Friends 52%
- Personal or Family Business.... 11%
- Vacation (1+ Weeks) 18%
- Leisure or Recreation..... 11%
- School..... 1%
- Shopping 1%

Increasing Ridership: Ridership for FY 2011 is up by 6.3% over FY 2010 from October 2010 through August 2011

***Palmetto* Ridership Profile**

Annual Ridership (FY 2010)

Coach 175,835
Business Class.....13,633
Total 189,468

Average Travel Distance

Coach 453
Business Class.....420
Total 450
Passenger Miles .....85 million

Age of Adult Passengers
(children not included)

18-34 ..... 9%
35-54 ..... 29%
55+ 62%
Average Age 56

Gender

Female..... 74%
Male..... 26%

Employment

Employed 50%
Retired 38%

Education

College Graduates 48%

Household Income

Under $50K..... 53%
$50K - $100K 28%
$100K + ... 19%
Average $61K

Travel Party

Traveling Alone 67%
Group Travel 33%
  Traveling with Family 31%
  Traveling with Friends..... 1%

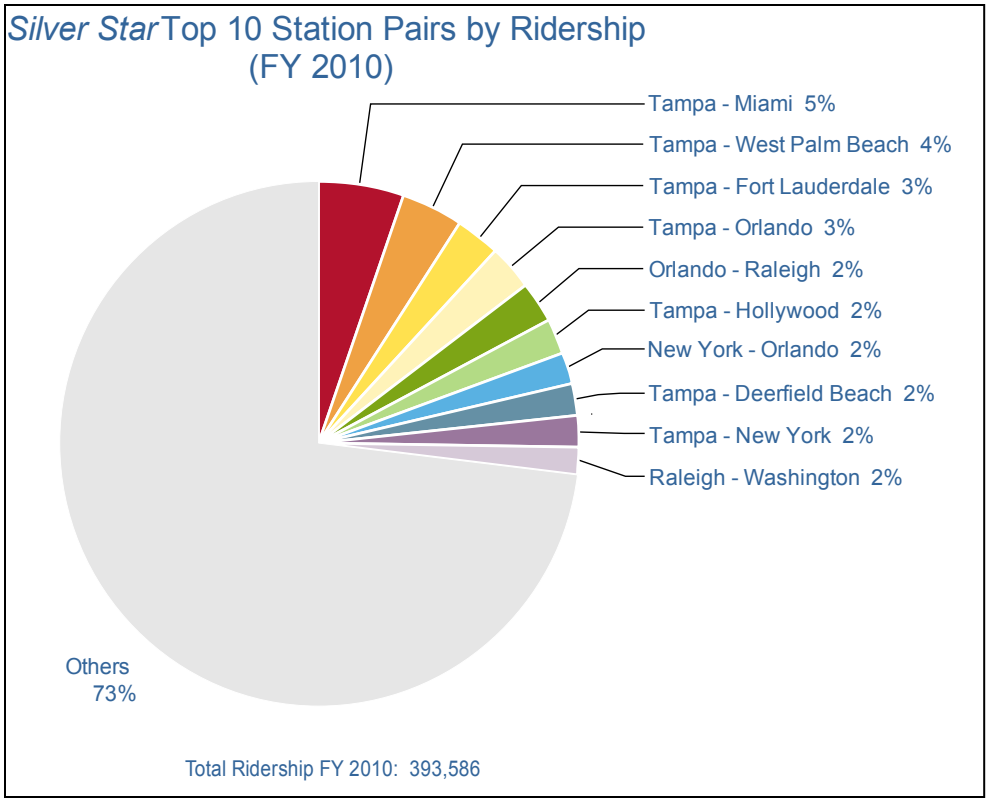
Trip Purpose

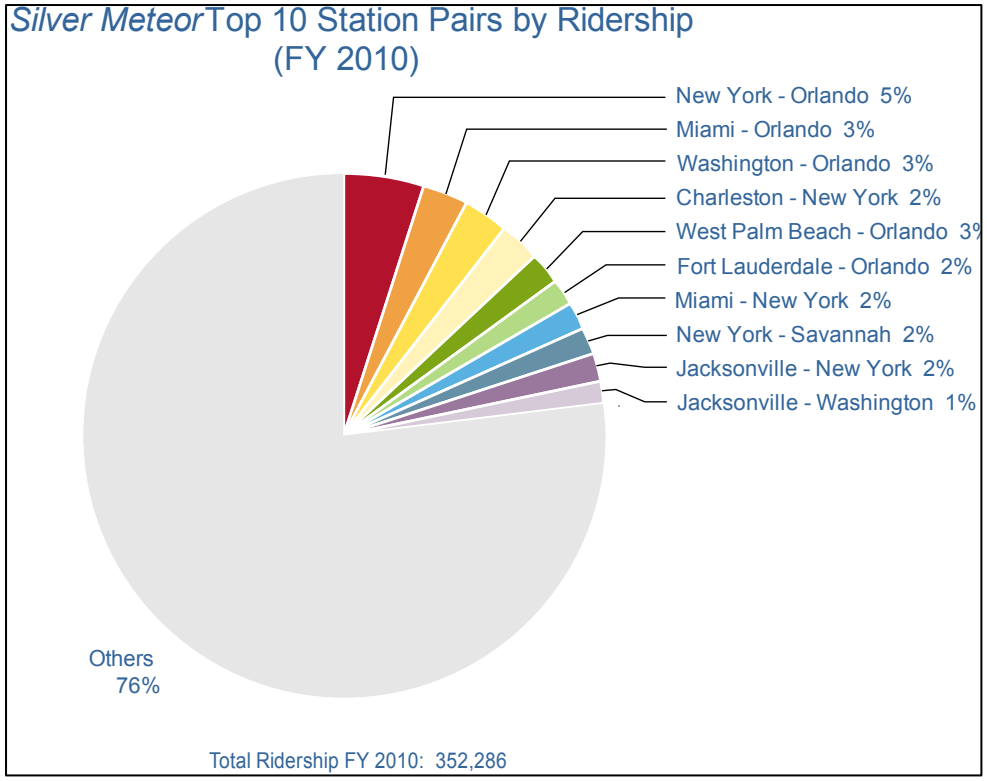
Business..... 11%
Non Business 89%
  Visit Family/Friends 58%
  Personal or Family Business.... 15%
  Vacation (1+ Weeks)..... 9%
  Leisure or Recreation..... 6%
  School..... 1%

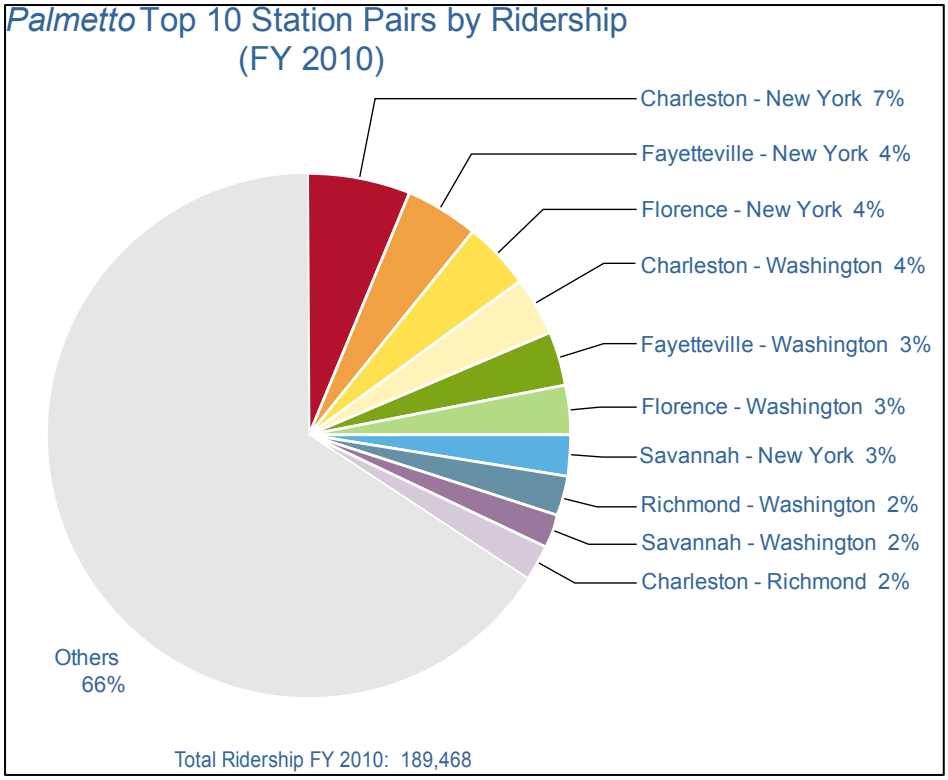
Increasing Ridership: Ridership for FY 2011 is up by 6.2% over FY 2010 from October 2010 through August 2011.

Baggage carts at Philadelphia's 30th Street Station in preparation for train departure.

Travel Markets of the *Silver Service*







As with most long-distance routes, the ridership of the *Silver Service* is comprised of many different origin and destination pairs, which indicates a diverse travel market to and from a wide variety of intermediate stations. The *Silver Star*, which serves Tampa, Florida, carries a considerable number of intra-state passengers in Florida, which keeps the passenger load robust south of the major station stops in the Orlando area.

4.2 Summary of Key Issues to Address for the *Silver Service*

The PRIIA work team focused on the following key areas for improvement:

- Increasing ridership and revenue.
- Low customer "very satisfied" scores for restrooms (44%), window cleanliness, ride comfort, variety of food, and equipment/mechanical conditions.
- Scheduling and routing options to improve performance and increase connectivity.
- Station state of good repair analysis.
- Improving on-time performance.

4.3 Current Metrics (PRIIA Sec. 207 scores)

Silver Star PRIIA Section 207 Metrics - FY2011 Q1

Financial and Operating Metrics		
Metric	**Current Standard**	**Score FY11 Q1**
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year Over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Mile		185
On-Time Performance and Train Delays		
Metric	**Current Standard**	**Score FY11 Q1**
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	1
Endpoint On-Time Performance	80%	73.9%
All Stations On-Time Performance		67.4%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CSX	900 minutes / 10,000 Train Miles	825
Florida DOT		1,174
NS		453
Amtrak Responsible Delays	325 minutes / 10,000 Train Miles	366
Train Delays - On Northeast Corridor	475 minutes / 10,000 Train Miles	649
Other Service Quality		
Metric	**Current Standard**	**Score FY11 Q1**
CSI - Percent of Customers "Very Satisfied" with:		
Overall Service	82	82
Amtrak Personnel	80	78
Information Given	80	65
On-Board Comfort	80	71
On-Board Cleanliness	80	55
On-Board Food Service	80	70
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Supplementary Information	0.64
Complaints per 1,000 Passengers:		
Food Related	For Information Only - Provided as Supplementary Information	0.41
Train Related		15.86

* These metrics are under development.

Silver Meteor PRIIA Section 207 Metrics - FY2011 Q1

Financial and Operating Metrics		
Metric	**Current Standard**	**Score FY11 Q1**
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year Over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger miles per Train Mile		208
On-Time Performance and Train Delays		
Metric	**Current Standard**	**Score FY11 Q1**
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	0.3
Endpoint On-Time Performance	80%	79.9%
All Stations On-Time Performance		66.2%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CSX	900 minutes / 10,000 Train Miles	709
Florida DOT		1,151
Amtrak Responsible Delays	325 minutes / 10,000 Train Miles	302
Train Delays - On Northeast Corridor	475 minutes / 10,000 Train Miles	804
Other Service Quality		
Metric	**Current Standard**	**Score FY11 Q1**
CSI - Percent of Customers "Very Satisfied" with:		
Overall Service	82	76
Amtrak Personnel	80	79
Information Given	80	68
On-Board Comfort	80	74
On-Board Cleanliness	80	59
On-Board Food Service	80	71
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Supplementary Information	0.47
Complaints per 1,000 Passengers:		
Food Related	For Information Only - Provided as Supplementary Information	0.86
Train Related		21.14

* These metrics are under development.

Palmetto PRIIA Section 207 Metrics - FY2011 Q1

Financial and Operating Metrics		
Metric	**Current Standard**	**Score FY11 Q1**
Percent of Short-Term Avoidable Operating Costs Covered by Passenger Related Revenue	Continuous Year Over Year Improvement on an Eight Quarter Moving Average	TBD*
Percent of Fully Allocated Operating Costs Covered by Passenger Related Revenue		TBD*
Long-Term Avoidable Operating Loss per Passenger Mile		TBD*
Adjusted Loss per Passenger Mile		TBD*
Passenger Miles per Train Mile		142
On-Time Performance and Train Delays		
Metric	**Current Standard**	**Score FY11 Q1**
Change in "Effective Speed"	>=0 (Equal to or better than the average effective speed during FY08)	0.2
Endpoint On-Time Performance	80%	75.5%
All Stations On-Time Performance		66.4%
Train Delays - Off Northeast Corridor		
Host-Responsible Delays		
CSX	900 minutes / 10,000 Train Miles	954
Amtrak Responsible Delays	325 minutes / 10,000 Train Miles	217
Train Delays - On Northeast Corridor	475 minutes / 10,000 Train Miles	568
Other Service Quality		
Metric	**Current Standard**	**Score FY11 Q1**
CSI - Percent of Customers "Very Satisfied" with:		
Overall Service	82	79
Amtrak Personnel	80	79
Information Given	80	66
On-Board Comfort	80	79
On-Board Cleanliness	80	59
On-Board Food Service	80	63
Overall Station Experience	TBD	Future Metric
Overall Sleeping Car Experience	TBD	Future Metric
Equipment-Caused Service Interruptions / 10,000 Train miles	For Information Only - Provided as Supplementary Information	0.39
Complaints per 1,000 Passengers:		
Food Related	For Information Only - Provided as Supplementary Information	0.17
Train Related		14.96

* These metrics are under development.

4.4 *Silver Service* Initiatives

New Station Stops in Virginia

Currently, there are no stops between Alexandria and Richmond for trains 89/90 (the *Palmetto*) and 91/92 (the *Silver Star*). A market analysis projects that adding the station stop of Quantico, Virginia, to trains 89/90 and Fredericksburg, Virginia, to trains 91/92 would improve the financial performance of the *Palmetto* and *Silver Star* by increasing revenue and ridership on these routes. It is anticipated that the schedules of the affected trains would be lengthened slightly in order to accommodate the additional station stops. Amtrak has submitted a request to CSX, the host railroad, for approval of the two additional stops.

Projected Impact:

Incremental			
Riders	Revenue ($m)	Cost ($m)	Net Benefit ($m)
10,000	$0.9	$ 0.1	$ 0.8

Increased Coach Capacity During Peak Periods

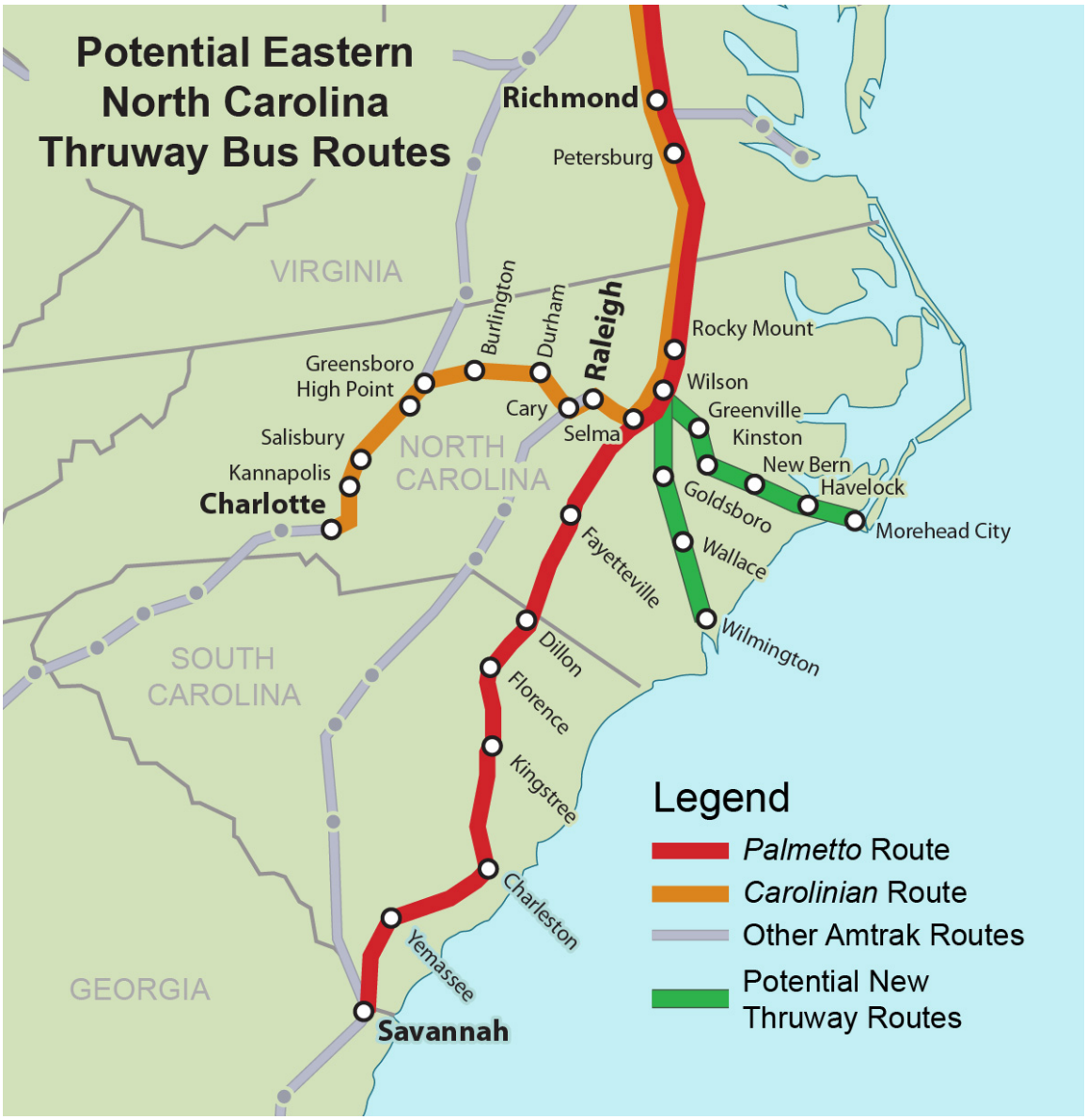
In past years the *Silver Meteor* often sold out during the summer travel season, meaning that the train capacity was constraining ridership and revenue. As a result, Amtrak has increased coach capacity on the *Silver Meteor* during the recently concluded summer travel peak (from June 10 through September 6, 2011), operating five coaches instead of four. In order to make these additional cars available during this period, Mechanical forces worked to temporarily reduce the number of cars out of service. Amtrak projected that this seasonal capacity increase would improve the financial performance of the service, with a net benefit of $700,000 annually due to the additional 7,700 passengers projected. From June through August of this year, the *Silver Meteor* carried 6,457 more coach passengers than it did during the same three-month period last year despite hurricane-related service cancellations and the fact that the additional coach did not begin operation until June 10.

Projected Impact:

Incremental			
Riders	Revenue ($m)	Cost ($m)	Net Benefit ($m)
7,700	$0.9	$ 0.2	$ 0.7

Thruway Feeder Buses

Three Thruway bus services, one existing and two proposed, are included in the performance improvement plans for the *Silver Service* routes.



Two new Thruway bus services are proposed on a pilot basis to connect from trains 89/90 (the *Palmetto*) at Wilson, North Carolina. The new North Carolina bus routes will provide a connection to New Bern, Havelock, and Wilmington, North Carolina, as well as a number of intermediate points. These routes serve a new travel market that includes colleges; major

military installations at Cherry Point and Camp Lejeune; and a number of small cities and communities that have limited intercity public transportation options.

Projected Impact:

Incremental			
Riders	Revenue ($m)	Cost ($m)	Net Benefit ($m)
20,000	$1.6	$ 0.9	$ 0.7

An existing Amtrak Thruway bus provides a daily round trip from Jacksonville to Lakeland. It connects with the *Silver Star* at both ends of the route, and serves communities that were formerly served by Amtrak's *Palmetto* route before it was cut back to Savannah in November 2004. Amtrak proposes to add a new bus stop at a development named The Villages, one of America's largest and fastest growing active adult retirement communities located near Wildwood, Florida, and also to relocate the Gainesville, Florida, stop to a more attractive and convenient location at the University of Florida.

Amtrak anticipates that the new stops will modestly increase ridership and revenues. They will also provide improved access to Amtrak's long-distance network to large populations of two important demographic cohorts, college students and retirees. These bus stop changes are contingent upon agreements with the owners of the planned locations for the new stops.

Station Safety and State of Good Repair Improvements

Partnerships among Amtrak, Federal, state and local governments, and/or private entities have resulted in the construction or rehabilitation of a number of *Silver Service* stations. However, many stations along the *Silver Service* route require physical improvements to reach a state of good repair and ensure a safe environment for Amtrak passengers and employees. The necessary investments are contingent upon securing adequate funding Some are included within Amtrak's Accessible Station Development Program (ASDP) which is a system-wide program to bring stations into compliance with the Americans with Disabilities Act. Others will require partnerships with state and local governments and station owners.

Key improvements needed at *Silver Service* stations include the following:

Station State of Good Repair Issues

Camden, SC

Ownership

CSX / City of Camden

Issues

The parking lot, platform and canopy have deteriorated and require significant repairs.

Savannah, GA

Ownership

Savannah Economic Development Authority

Issue

The platform of the station layover track is too short to effectively load baggage and passengers.

Jacksonville, FL

Ownership

Amtrak

Issue

The canopy is leaking due to deteriorated fittings.

Station State of Good Repair Issues

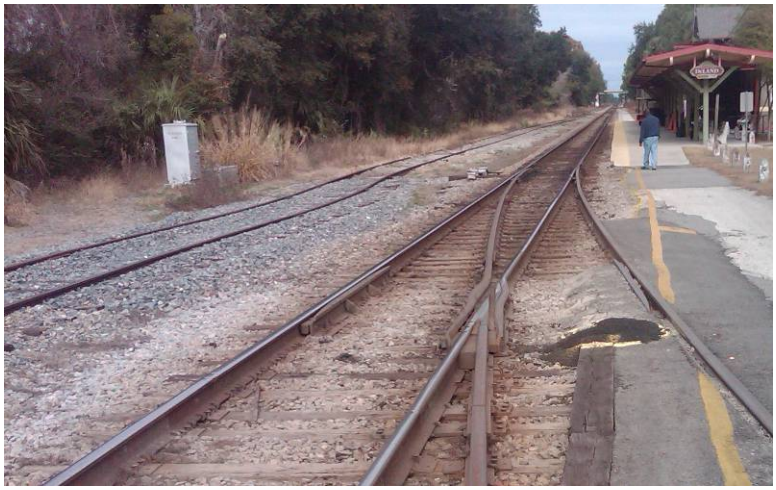
DeLand, FL

Ownership

Amtrak/CSX (to be acquired by Florida DOT)

Issue

The platform pavement is deteriorated.



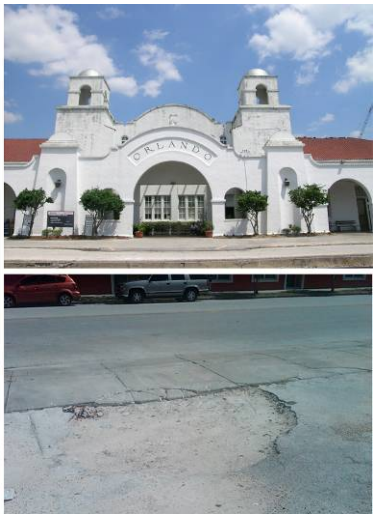
Orlando, FL

Ownership

CSX (to be acquired by Florida DOT)

Issue

Pavements, parking lot driveways, canopies, and station building are deteriorated.



Kissimmee, FL

Ownership

CSX (to be acquired by Florida DOT)

Issue

Pavements and platforms are deteriorated. The platform is shorter than the train.

Station State of Good Repair Issues

Sebring, FL

Ownership

Amtrak/CSX

Issue

Canopy is deteriorated and is stabilized with temporary bracing.

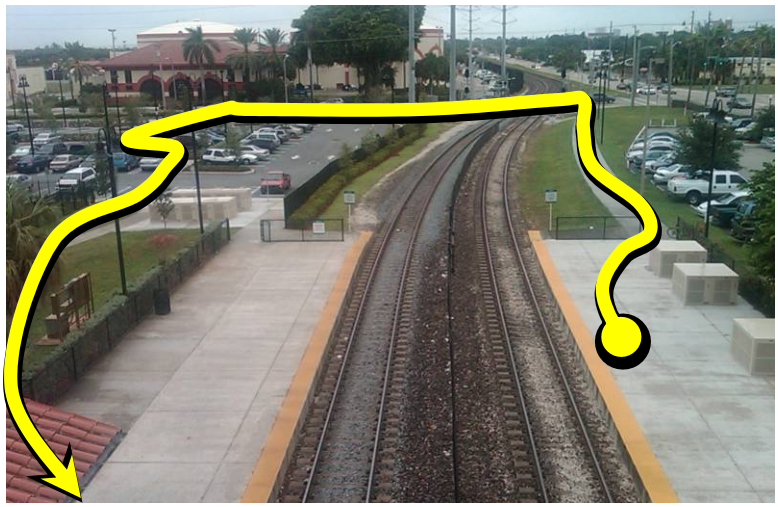
West Palm Beach, FL

Ownership

Florida DOT / City of West Palm Beach

Issue

It is very difficult to transfer baggage from Platform 1 to and from the train station building due to poor circulation and obstacles within the pathway.



Station State of Good Repair Issues

Hollywood, FL

Ownership

Florida DOT

Issue

The north end of the platform is deteriorated and lacks a turnaround space for carts and baggage floats.

Schedule Adjustments and Route Connectivity Issues

Minor adjustments in *Silver Service* schedules have been made or are planned to improve on-time performance. For example, train 98 (northbound *Silver Meteor*) now departs Miami 20 minutes earlier for better train performance on the Northeast Corridor and to improve meets with other trains.

Marketing Initiatives

Amtrak is developing a number of marketing initiatives to increase ridership and revenue on *Silver Service* trains, including vacation packages at Tampa, Florida and the Pinehurst golf resort served by the Southern Pines, North Carolina station.

4.5 Initiatives Examined but Not Included in the Plan

In conjunction with the development of the *Silver Service* performance improvement plan, Amtrak conducted ridership, revenue and cost analyses of more than two dozen potential service changes. The alternatives considered included changes in schedules, stops, routings between endpoints, and extensions of existing routes. Most of the alternatives not included in the plan were projected to worsen financial performance and/or had significant capital requirements. Converting one or more *Silver Service* trains into connected corridor services

would have significantly reduced revenues due to loss of high revenue passengers traveling longer distances without producing material cost savings or service to new markets (since most portions of the *Silver Service* routes already have daytime services utilized by short-distance passengers).

However, preliminary analyses of three of the alternatives involving the *Silver Star* indicated that they would increase ridership, and enhance Amtrak's route network by providing service to new markets, without materially increasing operating funding requirements. Since all of these alternatives would require significant capital investments, and/or additional equipment that is not currently available, they cannot be pursued at the present time. Some of the alternatives are also mutually exclusive. However, implementation of one or more of these proposals could be beneficial if sufficient capital funding and/or equipment become available in the future.

Potential Future Service on the Florida East Coast

The Florida East Coast Railway (FEC) connects Jacksonville and Miami, Florida, via the population centers on the eastern coast of Florida. The FEC, which was historically the primary passenger rail route between Jacksonville and Miami, is shorter and faster than the current Amtrak route through Orlando on CSX, and serves a significant intermediate travel market along Florida's rapidly growing East Coast.

Amtrak evaluated several alternatives for extending or routing existing *Silver Service* trains over the Florida East Coast. Preliminary analyses suggest that the most promising alternative would be splitting the *Silver Star* at Jacksonville and operating a separate section of the train to Miami via the FEC to supplement the *Silver Star's* current Jacksonville-Tampa-Miami service. Operating a section of the *Silver Star* over the FEC is projected to attract over 100,000 new *Silver Service* riders and increase revenues by $7.9 million annually. Since projected revenues would slightly exceed the anticipated additional operating costs, the route's financial performance would improve as well.

Operation of a section of the *Silver Star* over the FEC is not included in the plan because it cannot be implemented at this time. Significant capital funding would be required for rail infrastructure upgrades on the FEC route, including additional equipment, mobilization costs, and other necessary investments. In addition, Florida DOT, which owns the rail line between

Dyer (West Palm Beach) and Miami, Florida, over which additional service routed via FEC would operate, is prohibited by Florida law from entering into the liability apportionment arrangements that Amtrak has with nearly all of its host railroads. Initiation of additional Amtrak service over FDOT-owned lines would subject Amtrak to additional unacceptable liability exposure.

However, the State of Florida's current capital budget includes funding for investments to restore passenger rail service on the FEC route. The State has also committed to working with Amtrak to secure enactment of an amendment to Florida law that would allow FDOT to enter into a liability apportionment agreement with Amtrak.

Restoring passenger rail service to the FEC route is the most promising initiative for expansion of Amtrak's route network that has been identified during the first two years of the PRIIA 210 long-distance performance improvement process. Amtrak will continue to work with the State of Florida, including the FEC, municipalities along the FEC route that have committed to fund station costs, and other stakeholders to pursue efforts to bring Amtrak service to Florida's East Coast.

Chicago-Florida Service

From 1971 to 1979, Amtrak operated a Chicago-Nashville-Miami train, the *Floridian*, that was plagued by slow schedules due to deteriorated track on segments of its route which resulted in low ridership. More recently, Amtrak provided a popular connection at Washington, DC for passengers between the *Capitol Limited* route from Chicago to Washington and the *Silver Star* route to Florida. This connection was eliminated due to missed connections that resulted from late trains. While Chicago-Washington-Florida connections are still offered via the *Capitol Limited* and *Silver Meteor* routes, this connection entails a long layover in Washington, and the *Silver Meteor* does not serve Raleigh, North Carolina, or Columbia, South Carolina.

Amtrak has studied providing a faster "one seat ride" from Chicago to Florida by consolidating the *Silver Star* and the *Capitol Limited* routes as a run-through service. The train would operate from Chicago, Illinois, to Washington DC, via the *Capitol Limited* route; continue south via the *Silver Star* route to Orlando, Florida; and then operate without passengers back to Sanford, Florida, where it would be serviced at the *Auto Train* mechanical facility. Because this proposal would reduce the number of direct New York/Philadelphia-to-Florida trains from two to one,

Amtrak would also extend the New York-to-Savannah *Palmetto* to Tampa and Miami. These service changes would significantly increase national network connectivity and are projected to increase ridership by over 55,000 passengers annually.

Although this concept has many positive aspects, Amtrak is not able to pursue it at this time. While it would increase revenues and improve cost recovery, additional costs are projected to slightly exceed revenues, increasing operating funding requirements. The imminent acquisition of the DeLand-Orlando-Poinciana, Florida portion of the *Silver Star* route by the State of Florida for SunRail commuter rail service would impede additional Amtrak operations in the Orlando area during commuter rail-related track reconstruction, and raises the same liability issues noted in connection with the proposed FEC service. Amtrak will continue to explore options for improving route network connectivity between the Midwest and Florida.

Rerouting the *Silver Star* via Charlotte

Preliminary analyses also indicate that rerouting the *Silver Star* between Raleigh, North Carolina, and Columbia, South Carolina, via Charlotte and Greensboro, North Carolina, would produce significant additional ridership and reduce net operating losses. This reroute would provide direct service between Florida and major population centers in North Carolina. However, there is no direct connection between NS's Charlotte-to-Columbia rail line over which the train would be rerouted and the CSX rail line that serves Amtrak's Columbia station, and significant investments would be required for equipment and other capital costs.

5 Initiatives Common to All Routes

Amtrak is undertaking a set of operational improvements that will benefit all of the routes covered by this plan. These initiatives range from improving the economics of food service to addressing the comfort of passenger coaches. While passengers may never visit yards or mechanical facilities, Amtrak expects that the improvement to service will increase passenger satisfaction.

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

5.1 Equipment and Mechanical Improvements

Amtrak is taking steps to improve customer satisfaction with its equipment, focused on improving satisfaction with:

- Restroom Cleanliness
- Window Cleanliness
- On-Board Air Temperature
- Smooth/Comfortable Ride
- Clarity of Announcements

Restroom Cleanliness:

A typical train restroom may serve hundreds of passengers each run and sometimes operates for days on the road away from terminals where waste is pumped out and mechanical systems are serviced. Amtrak has initiated a multi-department task force to improve customer satisfaction with restrooms. The new task force is comprised of on-board crew members and staff from the Mechanical, Engineering, and Marketing and Product Development departments, among others. The task force is implementing new technologies, equipment, and procedures to eliminate odors and improve mechanical reliability and cleanliness. Amtrak expects these new approaches will improve customer satisfaction with this critical component of train service. Some of the measures taken to date include the following:

Reducing restroom litter through redesigned trash receptacles. Passengers leave paper towels on the floor and counters because they have difficulty operating the spring-tensioned lids of the trash receptacles. Amtrak is redesigning restroom trash receptacles to help prevent the accumulation of paper towel litter. Amtrak crews also work to tidy up restrooms en route.

Reducing clogged toilets through better customer signage. Passengers discard paper towels in the toilets, and the paper towels can clog the drainage system rendering the toilet inoperable. Amtrak is installing new, specific signage informing passengers to prevent clogged drains by not discarding paper towels in toilets. Amtrak is also investigating the use of air hand dryers as an alternative to paper towels, as well as the potential for a different type of paper towel that is less likely to clog drains.

Window Cleanliness:

Even though train windows are washed at the ends of runs, windows often develop streaks and spots while en route. Amtrak is testing the application of a formula to train windows during the washing process to reduce streaking.

On-Board Air Temperature and Other Comfort Issues:

Trouble Assist Guide for Crews: Trains can experience mechanical issues many miles and hours away from mechanical servicing locations. Amtrak has developed a "Trouble Assist Guide" for crews to address some kinds of mechanical problems while the train is en route, such as air temperature, public address systems, power outlets at seats, etc. Major issues that cannot be addressed en route must be resolved by Mechanical personnel.

Comfort pack: Amtrak is developing an affordable "comfort pack" for sale to coach passengers that will include such items as an eye mask and a light blanket. The comfort pack is expected to help increase customer satisfaction.

Smooth and Comfortable Ride

During the winter months, Amtrak shifts sleeping cars from the front to the rear of the *Silver Star, Silver Meteor* and *Crescent* to facilitate rotation of these trains' equipment with the equipment operated on the *Lake Shore Limited.* This ensures that equipment operated on the *Lake Shore Limited* is rotated through mechanical facilities in warmer climates to facilitate servicing and avoid freezing of pipes.

Passengers riding in sleeping cars on the rear of these trains reported rough riding conditions that were negatively affecting customer satisfaction. To address this issue, Amtrak now attempts to operate the baggage car behind the sleeping cars if they are the last cars in the train. The trailing forces generated from the baggage car running behind the sleeping cars smooth out the ride quality. Passengers surveyed after the change was made expressed much greater satisfaction with the ride quality.

Clarity of Announcements

Passengers and crews rely on the public address (PA) system in the train to communicate information. Difficulties with the PA system are a serious issue. Amtrak has improved the testing of public address systems before trains leave terminals, including greater use of electronic testing and diagnostic systems.

5.2 Food Service Improvements

Point of Sale Technology

Amtrak is in the process of implementing a new on-board accounting system, called Point of Sale, to replace the manual cash registers currently used in food service cars. Inventory is currently tracked with labor-intensive manual paperwork to control stock and manage accounting. This system currently entails an opening and closing inventory of all food on the train, reducing the time that is available for food sales and forcing employees to spend valuable working time focusing on laborious accounting procedures, rather than generating revenue.

To cut the costs and improve revenues from food and beverage sales, the new system is intended to enable tracking food inventory and revenue in real time, optimizing stocks on trains, reducing inventory costs and waste, and maximizing commercial sales. Employee time

will be used more effectively, and employees will be able to handle transactions more quickly and efficiently than ever before. The costs and inefficiencies associated with a labor-intensive manual accounting system will be completely eliminated, and the associated hours will be freed up for revenue-generating sales work. Amtrak expects that the Point of Sale system will contribute to food service quality while increasing cost effectiveness. Full implementation of the Point of Sale system on long -distance trains will be contingent on available funding.

Improved Menu Selections

Improved café car menu selections: Beginning with the *Palmetto*, Amtrak has introduced new menu items to café cars, including fresh sandwiches and salads and combo meals to offer better customer value. As discussed in this report, Amtrak plans to extend these improvements to the *Lake Shore Limited* and to other trains if they continue to prove successful.

Regional cuisine: Amtrak is introducing regional cuisine items to dining car menus on certain routes, beginning with the Florida *Silver Service* trains. These items are expected to be more appealing to passengers, increasing satisfaction and revenues.

Cost Savings/Efficiencies

Through the use of better stock control procedures, Amtrak is reducing the cost of food services by increasing the efficiency of handling supplies and reducing waste. For instance, Amtrak has reduced the amount of condiments and coffee grounds supplied to trains to better match demand. While the cost of individual items is relatively modest, the cumulative impact of the tightened procedures is expected to decrease costs overall to a measurable degree.

5.3 Customer Service Improvements

Customer Service Excellence Program

Amtrak has developed a new Customer Service Excellence Program that draws from the hospitality industry best practices and customer research. As described in the last year's PRIIA 210 report, Amtrak is piloting this program on the *California Zephyr* long-distance route. If it proves successful and the necessary funding is available, Amtrak intends to expand the program across the network.

Customer Service Performance Metrics Integrator

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

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

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

5.4 New Equipment Orders

New equipment on order will improve the operating economics of Amtrak's single-level long-distance service— primarily the routes covered by this plan:

New baggage cars and **dormitory/baggage** on order will allow Amtrak to:

- Operate long-distance trains at up to 125 miles per hour (mph) on the Northeast Corridor.
- Replace equipment dating from the 1950s that is mechanically unreliable.

- Shift on-board crew accommodations out of sleeping cars and into a dormitory car, thus increasing the amount of revenue space that can be sold to passengers and improving the financial performance of the affected trains.
- Carry unboxed bicycles.
- Improve baggage handling procedures.

New dining cars on order will allow Amtrak to:

- Operate long-distance trains at up to 125 miles per hour (mph) on the Northeast Corridor.
- Replace equipment dating from the 1950s that is mechanically unreliable.
- Implement cart-based galley equipment that increases operating and mechanical efficiency in the yard and commissary.
- Improve the dining experience for customers.
- Improve accommodations for disabled customers.
- Operate dining cars more economically and efficiently.

New sleeping cars on order will allow Amtrak to:

- Increase sleeper capacity on single-level trains, which frequently sells out today, to accommodate demand and improve financial performance.
- Improve accommodations for disabled customers.
- Improve the economics of sleeping car operation through increased labor productivity.
- Improve the economics of on-board food service by generating additional food and beverage revenue from a greater number of passengers carried.

Additional equipment needs: Amtrak needs to replace aging single-level coaches and lounge cars, as well as procure the next generation of diesel locomotives, in order to sustain and improve operation of the routes included in this year's plan. New equipment increases the cost effectiveness of the service by decreasing the costs associated with maintaining obsolete equipment, supporting higher fares based on more attractive passenger accommodations, and stimulating increased ridership.

5.5 Sunnyside Yard Master Planning

Amtrak is preparing a long-range master plan for Sunnyside Yard, which is the New York terminus for the long-distance routes discussed in this report as well as hundreds of other trains

each day. The yard was originally designed at the turn of the 20th Century as part of the Pennsylvania Railroad's construction of the original Pennsylvania Station in New York. Yard operations are currently encumbered by constraints that stem from antiquated infrastructure, obsolete design, and unavailability of capital over the past decades. Future redesign of the yard and capital investments in facilities will increase operating efficiency, improving financial performance.

Master planning efforts at the Chicago and Washington, DC terminals served by the routes included in this year's plan are also underway.

6 Appendix

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

Initiatives		PRIIA Section 210 Performance Improvement Plan Criteria								
		On-time performance	Scheduling, frequency, routes and stops	Feasibility of restructuring service into connected corridor services	Performance-related equipment changes and capital improvements	On-board amenities and service, including food, first class and sleeping car services	State or other non-Federal financial contributions	Improving financial performance	Anticipated Federal funding of operating and capital costs	Other areas affecting financial, competitive, and functional route performance
Crescent	Consist and OBS Optimization (Atlanta Cut-off Cars)		✓	Found Not Feasible	✓	✓		✓	✓	✓
	New Thruway Bus Connecting Service Pilot		✓					✓	✓	✓
	Modified Viewliner Sleeping Car Staffing Pilot				✓	✓		✓	✓	✓
Lake Shore Limited	Earlier Chicago Departure	✓	✓	Found Not Feasible		✓		✓	✓	✓
	Club-Diner Pilot				✓	✓		✓	✓	✓
	Intermediate Station Scheduling Improvements	✓	✓					✓		✓
Silver Service	New Station Stops in Virginia		✓	Found Not Feasible				✓		✓
	Increased Peak PeriodCoach Capacity on the Silver Meteor				✓			✓		✓
	Thruway Feeder Buses		✓					✓		✓
	Station Safety and State of Good Repair Improvements		✓		✓	✓	✓		✓	✓
	Schedule Adjustments and Route Connectivity	✓	✓							✓
Initiatives Common to All Routes	Mechanical/Equipment Imrpovement Package			Found Not Feasible	✓	✓		✓	✓	✓
	Food Service Improvement Package					✓		✓		✓
	Customer Service Improvements					✓		✓		✓
	New Equipment Orders	✓			✓			✓	✓	✓
	Sunnyside Yard Master Plan				✓				✓	✓

PRIIA Section 207 Metrics	Percent of Short-Term Avoidable Operating Costs Covered by Passenger-Related Revenue	Percent of Fully Allocated Operating Cost Covered by Passenger-Related Revenue	Long-Term Avoidable Operating Loss per Mile	Adjusted Loss per Passenger Mile	Passenger Miles per Train Mile	Change in "Effective Speed"	All Stations OTP	Endpoint OTP	Train Delays – Off NEC	Train Delays – On NEC	Overall service	Amtrak personnel	Information given	On-board comfort	On-board cleanliness	On-board food service	Overall station experience	Overall sleeping car experience	Equipment-caused service interruptions / 10,000 train-miles	Passenger comment data by category / business line	Connectivity	Availability of other modes	Underserved communities	Energy-saving and environmental measures
	Financial					OTP			Delays		Other Service Quality										Public Benefit			
Crescent																								
Consist and OBS Optimization (Atlanta Cut-off Cars)	✓	✓	✓	✓	✓											✓								
New Thruway Bus Connecting Service Pilot	✓	✓	✓	✓	✓																✓	✓	✓	
Modified Viewliner Sleeping Car Staffing Pilot	✓	✓	✓	✓	✓																			
Lake Shore Limited																								
Earlier Chicago Departure	✓	✓	✓	✓	✓	✓															✓			
Club-Diner Pilot	✓	✓	✓	✓							✓	✓			✓	✓								
Intermediate Station Scheduling Improvements						✓	✓	✓	✓		✓													
Silver Service																								
New Station Stops in Virginia	✓	✓	✓	✓	✓																✓			
Increased Peak Period Coach Capacity on the Silver Meteor	✓	✓	✓	✓	✓																			
Thruway Feeder Buses	✓	✓	✓	✓	✓																✓	✓	✓	
Station Safety and State of Good Repair Improvements											✓						✓							
Schedule Adjustments and Route Connectivity						✓	✓	✓	✓		✓										✓			
Intitiatives Common to All Routes																								
Mechanical/Equipment Imrpovement Package	✓	✓	✓	✓							✓			✓	✓			✓		✓				✓
Food Service Improvement Package	✓	✓	✓	✓							✓					✓				✓				
Customer Service Improvements											✓	✓	✓	✓	✓			✓		✓				
New Equipment Orders	✓	✓	✓	✓	✓	✓					✓			✓		✓		✓	✓	✓				
Sunnyside Yard Master Plan										✓									✓					✓