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President-Elect Biden Transition Team Brief

December 8, 2020

Amtrak System Overview



31 million +
Ridership
passengers
annually*



46
states (and the
District of
Columbia)



3
Canadian
provinces
(BC, Quebec,
Ontario)



21,400
route-miles



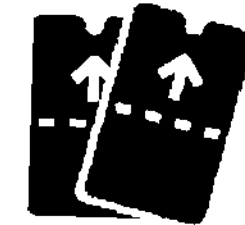
300+
daily trains*



500+
stations



70%
of train miles on
host railroads



10
Annual ridership
records in 11
years*

*Pre-pandemic data

Corporate Overview

Amtrak is a federally chartered corporation, with the federal government as majority stockholder.

- The USDOT owns 100% of Amtrak's preferred stock; the successors to four private railroads hold common stock acquired when Amtrak was created
- By law, Amtrak is operated as a for-profit company, rather than a public authority

Board: Amtrak's Board is comprised of the U.S. Secretary of Transportation, eight members nominated by the President and confirmed by the U.S. Senate, and the holder of Amtrak's most senior management position

Mission: Provide efficient and effective intercity passenger rail mobility consisting of high-quality service that is trip-time competitive with other intercity travel options

Employees: 17,500

Payroll: \$1.7 billion

Procurement spend: \$2.7 billion

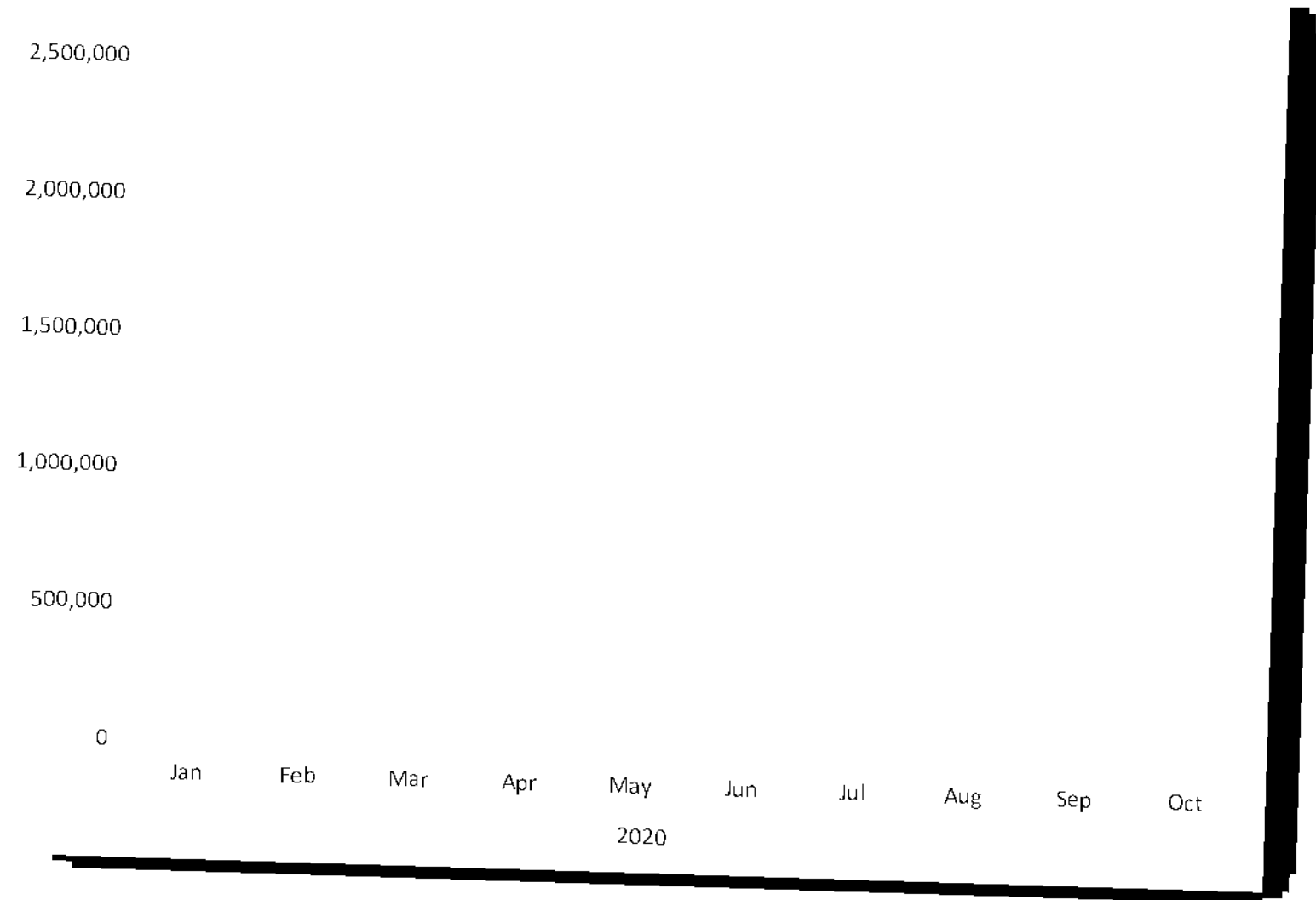
Pre-pandemic Performance

Pre-pandemic

- FY19 - Set records for ridership, revenue and financial performance
- First five months of FY20 - On path to break new records and achieve operational breakeven
- Improved customer service
- Record levels of capital funding from Congress which have begun to permit us to finally start tackling major projects – NEC spend, Portal Bridge, Acela trainsets, diesel locos, etc.

Post-pandemic

2020 YTD Systemwide Ridership



- Ridership plummeted to as low as 3% of pre-COVID levels
- Business remains at 25% of pre-COVID levels
- Ridership and revenue expected to improve to 37% of pre-COVID levels by end of FY2021

CARES Act Funding



- Amtrak received \$1.018 billion in emergency funding in the CARES Act to support intercity passenger rail in Fiscal Year 2020
- This critical funding supported the NEC, National Network, and our Sec. 209 state partners.
 - To date, we have spent all the CARES dollars except:
 - \$67 million for the NEC, which will be spent by the end of December, and
 - \$78 million that remains for our state partners and is projected to be spent in January

COVID-19 Service Impact

- Deferred and/or restructured \$600 million in capital projects
- Reduced service frequency and train capacity system-wide
 - NEC: initially reduced frequency 70%, suspended Acela service; NER now operating at 60%, Acela 30% of normal frequencies
 - State Supported: Initially reduced or suspended service on nearly all routes; four routes remain suspended
 - Long Distance: Initially retained full service; most routes reduced from daily to tri-weekly in October



COVID-19 Employee Impact



- Train reductions also reduced employee hours and wages
 - Dramatically reduced overtime
 - Offered voluntary unpaid time off to our employees
 - Several unions agreed to defer wage increases
 - Suspended 401k match for management employees, reduced management pay
- Reduced employee headcount
 - 521 voluntary separations
 - 1,950 agreement furloughs
 - 100 management positions eliminated

COVID-19 Customer Experience

Analyzed and revamped travel experience, seeking counsel from experts

- Amtrak Medical Director and in-house Public Health and Safety team
- George Washington University Milken Institute School of Public Health
- Johns Hopkins – studying onboard air circulation

Measures to promote health, safety and convenience

- Requiring face masks
- Limiting bookings – introduced “capacity indicator” at booking
- Pushing track notifications to mobile devices to reduce crowding
- Posting signage to promote social distancing
- Enhancing cleaning and disinfection - partnership with RB, the makers of Lysol
- Waiving all change fees



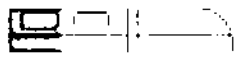
SEE FOR YOURSELF.

AMTRAK'S NEW STANDARD OF TRAVEL



CONTACT-FREE

Customers can book, board, check train status and access information from their mobile device.



Capacity Indicator

Onboard capacity indicators help to ensure safe boarding.

Private Rooms

Private rooms provide a quiet, comfortable space for your journey.

Seamless Gate Service

App service helps you find the right train and boarding location.

WHAT YOU SHOULD KNOW



Face Coverings

Amtrak requires face masks or coverings at all times.



Physical Distancing Measures

Signage has been displayed at our busiest stations to indicate safe distances in high traffic areas.



Enhanced Cleaning and Disinfection

Enhanced cleaning and disinfection at key touch points with Lysol.



Handwashing

With restrooms available in-stations and onboard, Amtrak strongly encourages washing hands thoroughly with soap and water.

AT THE STATION

Boarding

Boarding times have been reduced.

Platform Signs

Floor signs indicate the best door to enter the train at some stations.

Plastic Barriers

Barriers have been installed at customer counters in our busiest stations.

ONBOARD

Limiting Bookings

We are limiting bookings on reserved trains.

Air Quality

All of our trains are equipped with onboard filtration systems with a fresh air exchange rate every 4-5 minutes.

Disembarking Procedure

Conductors will announce where to disembark to minimize crowding.

Café Service

Signage promotes physical distancing leading up to café counters.

Plastic Barriers

Protective plastic barriers have been installed at café countertops.



Infrastructure – Northeast Corridor

- For first time, NEC has a corridor-wide, comprehensive investment plan and EIS supported by all states and Amtrak – FRA's NEC FUTURE.
- It is the path to achieve state of good repair, added capacity, expansion of high-speed rail and better performance for all users
- Now, just need the funding

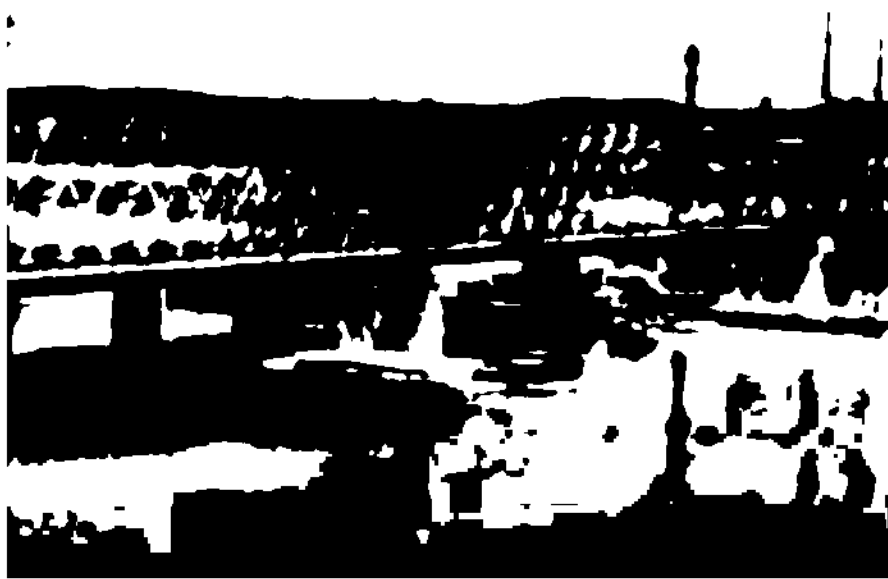


*NEC needs more than \$45 billion
just to reach a “state of good repair”*

Infrastructure: Key NEC Projects

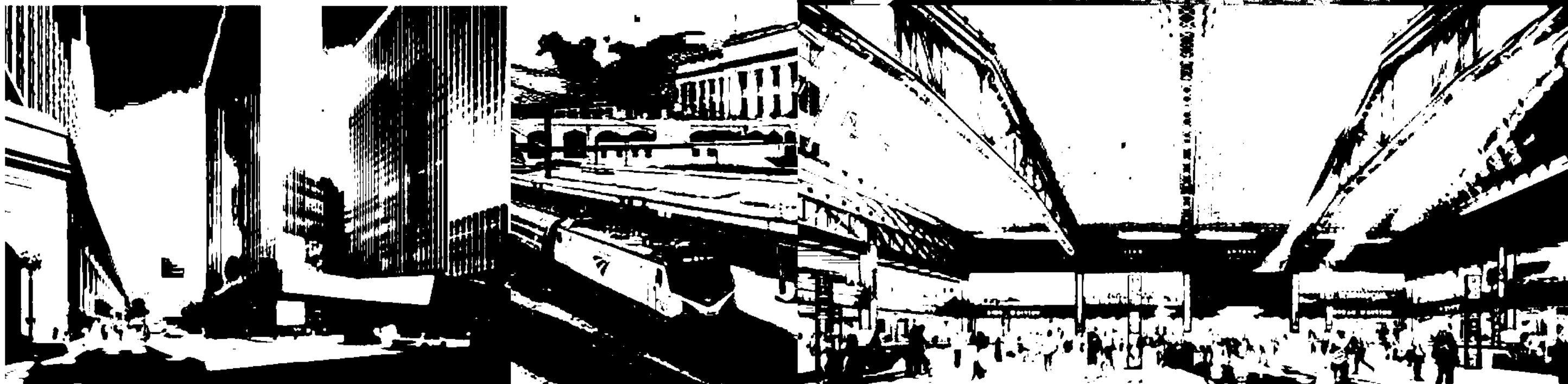
Advancing Gateway Program and other key assets

- Portal North Bridge Project
- Hudson Tunnel and Hudson Yard
- Sawtooth Bridge Replacement
- New York Penn Station Expansion
- Connecticut River Bridge
- Baltimore and Potomac Tunnel



Infrastructure: Modernizing Stations

- Opening Moynihan Train Hall in January
- Station Redevelopment:
 - William H. Gray III 30th Street Station in PHL
 - Baltimore Penn Station
 - Washington Union Station
 - Chicago Union Station



Fleet Overview

- Acquiring new Acela trainsets to begin carrying customers in 2021
 - Improving infrastructure and facilities on NEC
 - Prototype trains currently testing on Northeast Corridor
 - Reached speeds of 167 mph at Transportation Technology Center near Pueblo, CO
- Nearing procurement for new intercity trains to replace Amfleet I cars (backbone of Northeast Regional and State Supported fleet)
- State partners in the Midwest and California have started accepting new railcars that customers will ride in 2021, with touchless features and updated amenities
- Ordered 75 new Amtrak Long Distance Charger diesel locomotives to begin replacing our long-distance locomotive fleet
- Planning for the acquisition of the next generation of long-distance passenger equipment

Sustainability

- America's transportation network generates 28% of U.S. carbon emissions, and cars and trucks responsible for nearly 82% of those
- Intercity rail is 47% more energy efficient than driving
- Amtrak customers can reduce up to 83% of their travel emissions compared to driving and up to 73% compared to flying
- Amtrak has reduced emissions by 20% in last decade
- Expect a 40% reduction by 2030 as we roll out even cleaner locomotives across the network
- Carbon-free NEC is within reach with sustained funding

Expanding rail passenger service is the best way to add transportation for population growth capacity without major community and environmental impacts

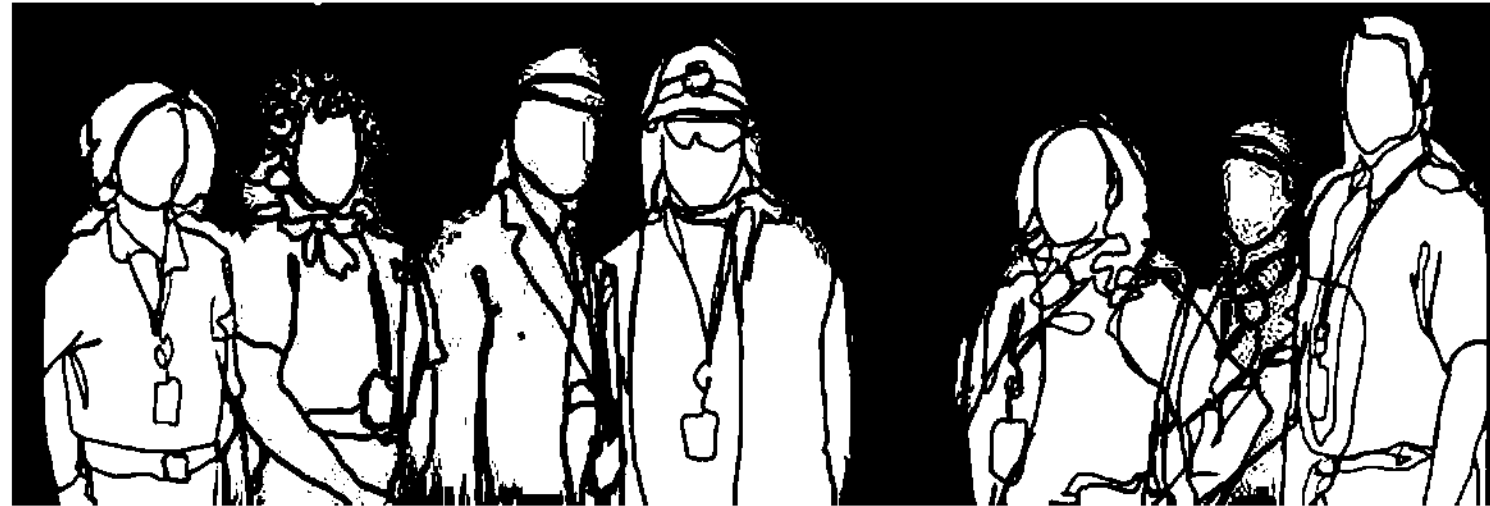
Commitment to Safety



- Implementing Safety Management System and seeing results
- Completed installation and implementation of Positive Train Control
- Instilling a Just Culture – focus on learning, rather than punishment
- Partnered with Waze to alert drivers when nearing grade crossings
- Deployed *Safety Starts with Me* training program for all employees
- Enhanced discipline policy and drug and alcohol policy
- Continued COVID mitigation

Diversity, Inclusion and Belonging

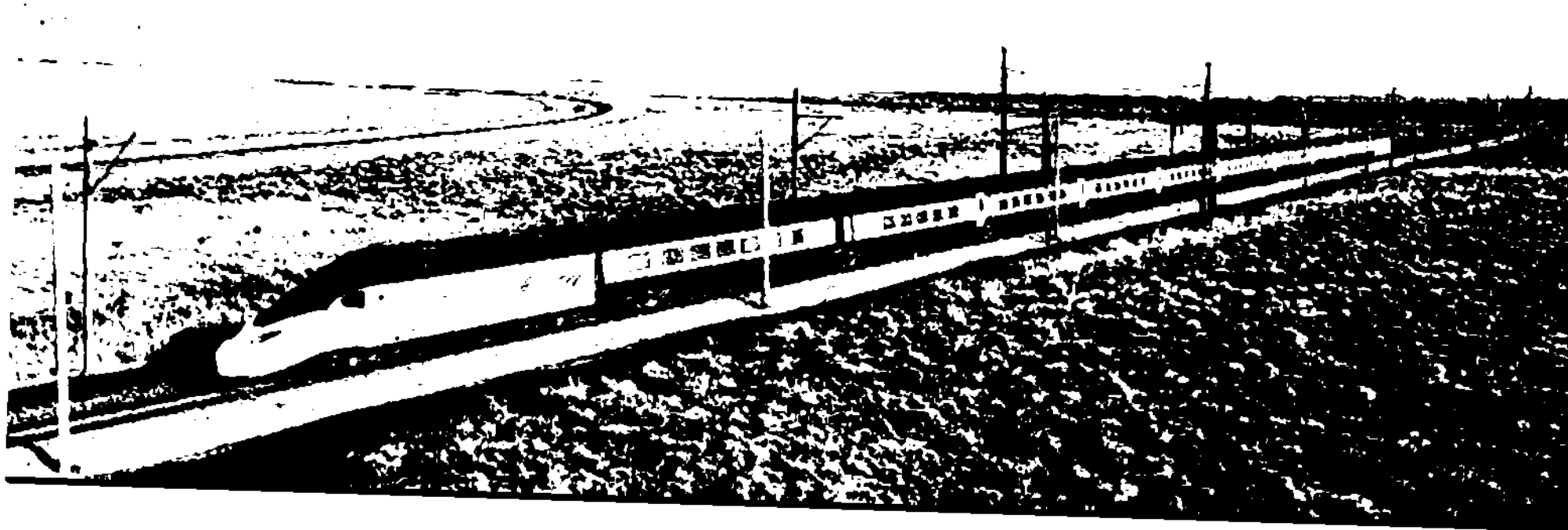
- Published first-ever DIB annual report
- Elevated diversity responsibility to report to CEO
- Created a Diversity & Inclusion Council
- Held executive listening sessions with employees



- Made significant changes to hiring practices
- Embedded diversity into corporate values
- Provided “unconscious bias” training to all employees
- Strengthened relationships with organizations that support diversity

Key Events in 2021

- Moynihan Train Hall opening – January 1
- Inauguration – January 20
- ICT vendor award - April/May
- Amtrak's 50th Anniversary – May 1
- Portal North Bridge kickoff – Summer
- Next Gen Acela Trainsets – Fall



FY21 Grant Request

- On October 8, 2020, Amtrak updated its FY21 funding needs for Congress and requested a total appropriation of \$4.857 billion:

Supplemental Request for Amtrak, PRIIA Sec. 209 and 212 payments	\$1,683
Supplemental Request for RRIF and Other Debt Payments	\$92
Potential Congressional Directives (furloughs and long distance)	\$546
Revenue Risk	\$496
Total	\$4,857

- In addition to this FY21 grant request, Amtrak also identified \$5 billion in stimulus / capital projects that Amtrak could advance to support the economy, create jobs, and improve our transportation assets and priorities (bridges, tunnels, stations, fleet, safety, workforce, etc.).
- This total investment of \$10 billion aligns with the House's FY21 appropriations bill, which included \$10 billion for Amtrak in FY21.

“Day 1 Priorities” for Amtrak

COVID Emergency Funding – Amtrak and our state partners need up to **\$2.9 billion** in emergency funding (in addition to our FY21 base annual appropriation of \$2.04 billion)

Vaccines and Frontline Railroad Employees – Ensure that Amtrak’s frontline employees have priority for a vaccine once it is available

Gateway

- Ensure the 2018 EIS for the Hudson Tunnel Project is finalized and a ROD is issued, as should have occurred several years ago
- Work with states and Amtrak to achieve HTP project rating sufficient to recommend FTA CIG funding in FY22

“First 100 Days” in Support of Amtrak

President’s FY 2022 Budget – Request robust funding for Amtrak and intercity passenger rail grants that invest in NEC infrastructure and the modernization and expansion of Amtrak’s national network

Surface Transportation Reauthorization – Include Amtrak’s top priorities (many are in H.R.2) to improve and modernize passenger rail

- Authorize at least \$60 billion for FY22-FY26 for Amtrak and intercity passenger rail
- Establish an Intercity Passenger Rail Trust Fund for Amtrak, like nearly all other surface transportation modes are funded
- Authorize a new Corridor Development Program as part of Amtrak’s National Network Grant, to help establish reliable, multi-frequency new or additional corridors which connect high-potential city pairs throughout the nation
- Provide Amtrak with the right to bring an action in U.S. District Court to enforce our legal right to preference over freight trains
- Update, clarify and expedite the STB process for gaining access to host railroads for new services and additional trains

“First 100 Days” Continued

Support for Amtrak and New Corridor Routes – The President could publicly support Amtrak’s plan to establish new corridor routes between more U.S. cities and/or participate at an Amtrak 50th Anniversary event

Amtrak’s Preference Rights – USDOT should convene a meeting b/w Amtrak, USDOT and USDOJ to discuss enforcement of Amtrak’s preference rights, which under current law only the Attorney General can enforce

Discretionary Grants – Quickly release a NOFO for discretionary grants (CRISI, Fed-State Partnership, BUILD) that benefit passenger rail

“First 100 Days” Continued

New Intercity Trainset (ICT) Acquisition – Quickly review and approve the required business case for Amtrak’s procurement of new trainsets

Gateway

- Support Amtrak acquisition of necessary Hudson Tunnel Project property and Hudson Yard Concrete Casing Phase 3 investments.
- Require FTA to reform Capital Investment Grant (CIG) rules and processes to facilitate joint Amtrak/FRA and transit agency/FTA investment projects (See Section 5309(q))
- Begin RRIF discussion with Gateway partners for HTP loan

Major Station Redevelopments – approve debt and mortgage actions needed to complete developments deals (30th St & Baltimore), issue EIS ROD for WUS, work with Amtrak and stakeholders to revision WUS governance to support 2nd Century Plan

“First 100 Days” Continued

RRIF – Refund credit risk premiums owed to Amtrak

High Speed Rail

- Amtrak should be part of any high-speed rail development
- Funds should focus on NEC
- Ensure all private intercity and high-speed rail projects that receive Federal funding or support are subject to Railway Labor Act and Railroad Retirement rules
- Ensure that appropriate service coordination and partnership with Amtrak is occurring to facilitate connectivity with the national system

Regulatory Issues

Positive Train Control

- Encourage PTC installation on rail lines used by passenger trains that are not required by law to have PTC installed by December 31

Grade Crossing Safety

- When awarding discretionary grants, where highway and rail safety projects are eligible, prioritize projects that enhance grade crossing safety, particularly at high-risk crossings and on rail lines used by passenger trains.

Flowdown Harmonization

- USDOT modal administrations have separate and conflicting grant agreement requirements (called “flowdowns” because they apply to grant recipients’ contractors).
- When Amtrak state partners use FTA or FHWA funds for Amtrak-led projects or to fund state-supported services, USDOT modal administrations frequently assert that Amtrak should comply with their requirements rather than FRA’s, which Amtrak is not able to do.
- This is a major impediment to advancing multimodal projects.
- USDOT modal administrations should apply the grant requirements of Amtrak’s FRA grant whenever Amtrak is the recipient of funds from any USDOT modal administration.

Regulatory Issues

FTA – Improvements to the 5309 Capital Investment Grant program to ensure that projects that jointly benefit public transit and intercity passenger rail (as authorized by 5309q) receive appropriate consideration of, and coordination with, project partners, such as Amtrak and FRA.

Revise FRA's safety regulations to reflect modern technology (e.g., allow railroads to use data-driven inspection policies based upon probability of failure rather than inspecting equipment at arbitrary intervals).

Revamp, streamline and clarify FRA grant oversight roles

Questions?



**Amtrak – President-Elect Biden Transition Team
December 8, 2020 Agenda**

Welcome and Introductions	Board Chair Tony Coscia
Amtrak Overview (Slides 2, 3) Business Performance (4, 5)	CEO Bill Flynn
CARES Act Funding (6)	CFO Tracie Winbigler
COVID-19 Impact (7-10)	CEO Bill Flynn
Infrastructure and Fleet (11-14)	President Stephen Gardner
Sustainability and Safety (15, 16)	Chief Safety Officer Steve Predmore
Diversity, Inclusion and Belonging (17) Key Events in 2021 (18)	Chief HR Officer Qiana Spain
FY21 Grant Request (19)	CFO Tracie Winbigler
Day 1 and First 100 Day Priorities (21-24) Regulatory Issues (25-26)	President Stephen Gardner